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Cultural Disparity and the Impact on Work Life Balance

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by

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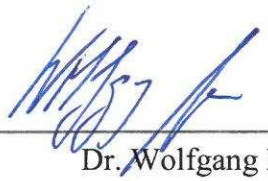

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CULTURAL DISPARITY AND THE IMPACT ON WORK LIFE BALANCE

Abstract

This research examines the differences in work life balances between varying countries around the world. In order to do so, a proxy index was created by investigating a portion of questions from respondents of the World Values Survey. Comparing this to Hofstede's Insights on National Culture allowed for a unique perspective as to whether the country individualism ratings could then be used to assert a relationship between these metrics.

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Introduction

Intercultural differences around the globe are constantly changing as a result of increasingly shifting cultural landscapes. In the world today, there is a conglomeration of vastly diverse cultures that represent varying degrees of lifestyle differences. One of the most noteworthy gaps, is that concerning the emphasis on the balance between one's "work" and one's "life" – referred to as one's "work life balance." This can be defined as the degree of importance that a person may place on each of these respective aspects of their lives. In a broader sense, this is determined through an individual's specific prioritization of "work" (career and ambition) and "life" (Health, leisure, family, pleasure, etc.) and the decisions that accompany this prioritization (Kulkarni, 2013). Although there are undeniable lifestyle differences on an individual constituent basis, the question arises whether significant differences can be examined from a vaster, and more wholesome cultural perspective.

Using the vast amount of data collected through the World Value Survey (WVS), the goal of this thesis is to accurately construct a worldwide index that can be used to analyze the differences between the "work life balance" in different countries. This will then be compared to Hofstede's Insight on National Culture in hopes of determining enough of a correlation that can be used in practice as a proxy "work life balance" indicator.

By investigating where various countries stand on this index, it will be useful to see where different nations and cultures place emphasis in their lives. Often times people are forced to place more emphasis on their work lives in the interest of sustenance. Differences between

developed and underdeveloped countries may vary greatly, and this survey will display where constituents of various nations place this importance.

The remainder of this thesis will be organized in the following manner. First, a literature overview will be provided that describes the basis behind the data collected from the World Values Survey, background information on Hofstede's Cultural Dimensions, and the various oppositions to Hofstede's theories. These will be used to construct the foundational background for the research questions to be examined. Next, the research approach and methodology will be reviewed, including data collection methods used and relevant calculations that were made. We examine the results from polarity calculations and regression analytics to determine whether there is any statistically significant relationship between "work life balance" and Hofstede's Cultural Dimensions. Furthermore, a list of potential improvements describes the changes that could be implemented to improve the findings. Finally, a summary depicts the implications from these results, and highlights potential future research opportunities related to this work.

Literature Overview

World Value Survey

The World Values Survey (WVS) is "a global network of social scientist studying changing values and their impact on social and political life (World Values Survey Wave 6, 2014)." It began in 1981 and seeks to do in depth, high quality research studies on a country by country basis. These surveys are conducted in almost one hundred countries and are nationally representative of their constituents. Countries examined for the WVS cover socially disperse groups of people, from those countries who are very poor to those who are very rich. These countries examined contain almost ninety percent of the world's population, and the survey uses a common questionnaire throughout its process (World Values Survey Wave 6, 2014).

According to its website, the WVS is the "largest non-commercial, cross-national, time series investigation of human beliefs and values ever executed, currently including interviews with almost 400,000 respondents (World Values Survey Wave 6, 2014)." The data provided has been the foundation for more than four hundred publications in twenty languages which provide academic studies that cover a range of relevant current topics that include issues from economic development, democratization, gender equality, social capital, subjective well-being, and religion. Aside from credibility gained from official publications, the WVS is also utilized by government officials, journalists and even students.

Originally, the WVS aimed to test the changes that were occurring in the rapidly changing environment of modern society. Initially known as the European Values Study (EVS), this project began in 1981 as technological and economic changes were swiftly altering the basic values of the public mind. While the study was first only conducted in more developed nations, gaining interest spread the project over all six inhabited continents (World Values Survey Wave 6, 2014). A generational gap between viewpoints was observed on a variety of issues which pushed for a second wave of surveys to be taken. This allowed for the analysis of underlying causes and motivations. As previously stated, the WVS now extends to almost one hundred countries and provides critical data for political scientists, social psychologists, economists, and many other researchers around the world (World Values Survey Wave 6, 2014).

From a high level, the fundamental work of the WVS can be broken down into three main categories – questionnaire development, fieldwork and sampling, and data dissemination.

Questionnaire development is a crucial portion of the work done by the WVS, as it helps to provide legitimacy and credibility for the data that is provided. Each wave has a variety of questions that are developed by social scientists and eventually compiled into a master questionnaire. While this questionnaire is developed in English, it is normally translated to various national languages for implementation purposes and then independently translated back to English to check for accuracy. Often times these questions are pre-tested in order to identify those that may pose problems from a translation perspective (sometimes resulting in omission from the survey). In order to ensure that samples are comparable across cultures, the

questionnaire is available in the following languages: English, Spanish, Arabic, and Russian (World Values Survey Wave 6, 2014). Additionally, the WVS has the support of its national teams in each country which work to translate the survey into any language that recognized as the first language for 15% or more of the population. These processes help to ensure that questions being asked throughout the surveying process are not only translated properly, but also portray the desired meaning for each particular question.

The most recent wave of surveys (WVS-7) is an extensive research tool that is comprised of data from 2014-2018. This questionnaire contained 290 questions that were structured across 14 thematic subsections as follows in *Table 1*:

Table 1 WVS - 7 List of Thematic Subsections

Thematic Subsections	**Number of Items per Section**
Social values, attitudes & stereotypes	45
Societal well-being	11
Social capital, trust, and organizational membership	49
Economic values	6
Corruption	9
Migration	10
Post-materialist index	6
Science & technology	6
Religious values	12
Security	21
Ethical values & norms	23
Political interest and political participation	36
Political culture and political regimes	25
Demography	31

(World Values Survey Wave 6, 2014)

Fieldwork and sampling is the portion of the WVS that is most time consuming and labor intensive. The WVS has formulated a proper set of guidelines and procedures that must be followed in order to ensure data validity. An example of this would be “Omission of no more than a maximum of 12 questions in any given country can be allowed” (World Values Survey Wave 6, 2014). These rules help to prevent certain unnecessary skewness and false outliers, but also help to safeguard its validity. These exceptions to sampling also give the WVS more credibility when using a cross cultural analysis. By giving the national teams a degree of autonomy, they are able to tailor portions of the survey to fit the needs of the country they are working in. There are detailed outlines that include directions concerning the areas of the questionnaire itself, sampling rules, surveying methods, data collection, non-responses, country coverage, and anonymity.

Finally, the WVS makes their data publicly available for free download to anyone who seeks to conduct research or simply view it. This free data dissemination allows for thousands of researchers and other participants to gain access to valuable information that could be the basis for a developing insight. Currently the data is offered at three different levels which include the country level, wave level, and longitudinal level (World Values Survey Wave 6, 2014).

In addition to being a data provider, the WVS also provides access to insights formulated by their founders, as well as publications and paper series that have been written as a result of the work done and data provided.

Hofstede's Insights on National Culture

Culture has long been defined in many different ways, and it is important to recognize that it is a constantly evolving phenomenon that does not have strict boundaries. In his work, Geert Hofstede defines culture in the following way. "Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others" (Hofstede, 2011, 3). He explains that culture is a collective idea that also has varying levels within the characteristics of each individual. If the fluctuating levels of these characteristics were to be plotted along a bell curve, then the variation in cultures could then be described as a shift in this curve from one culture to another (Hofstede, 2011). It is important to recognize that Hofstede uses the word programming in his definition, putting emphasis on that fact that culture grows slowly into a society, and is not something that is acquired easily (Jones, 2007).

Culture is something that influences behavior from birth. As stated previously it is learned slowly through the influences of one's environment. Some of the main aspects of one's culture include learning values, partaking in rituals, observing role models, and understanding symbols and language (Jones, 2007). All of this is packaged together, constantly changing and growing to help form one's identity. A person's identity is the foundation for who they are and is in turn reflected by the decisions they make. These decisions can be defined as one's behavior and is thus ultimately derived from culture.

Hofstede's Insights on National Culture began as a result of Geert Hofstede using factor analysis to examine the results of a worldwide survey of employee's values done by IBM between 1967

and 1973 (Hofstede, 2011). It is a framework for cross-cultural communication and established major research in the field of cultural psychology (Jones, 2007). Since inception it has been refined but is widely used by researchers and consultants who do significant work in the fields of international business, management and communication.

Hofstede's theory on cultural dimensions was the first of its kind that observed quantifiable differences between cultures (Jones, 2007). Originally proposing four dimensions, the theory has since expanded to six dimensions that encompass the following categories:

- individualism vs. collectivism
- uncertainty avoidance
- power distance
- masculinity vs. femininity
- long-term orientation
- indulgence vs. self-restraint

The primary dimension important to the following research concerns the dimension of individualism vs. collectivism (IDV). This particular index explores the extent to which people in a society are integrated into groups (Hofstede, 2011). Essentially, this dimension explores the differences between the "I" aspect of society as a whole versus the "we" aspect. On a case by case basis, individuals will always contain varying ties with certain other people. However, as a whole, those countries that tend to lean more towards high individualistic tendencies would be

expected to have looser ties in general, only having a relation to one's immediate family (Hofstede, 2011, 11). Contrary, collectivist countries would be expected to have closely integrated relationships that spread past the immediate family, to extended family and other groups – groups who place undoubted loyalty on each other (Hofstede, 2011, 11).

In his research, Hofstede created an individualism index through the use of survey questions based on a set of fourteen work goals. Participants in the survey were asked: "Try to think of those factors that would be important to you in an ideal job; disregard the extent to which they are contained in your present job. How important is it to you to . . ." followed by the fourteen items to be rated on a scale from one to five (one being of utmost importance and five being of very little or no importance) (Hofstede, 2010, 92). The levels of importance that were placed on certain work items helped categorize them into different ends of the IDV (individualism vs. collectivism) spectrum, or different "poles" of this global cultural dimension. The dimension to be identified with either individualism or collectivism were most closely associated with the most importance placed on the following work items in *Table 2* and *Table 3* below.

Table 2 Individualist Pole	
Characteristic Name	**Description**
Personal Time	Have a job that leaves sufficient time for personal and family life.
Freedom	Considerable freedom allowed to adopt your own approach to the job
Challenge	Have challenging work to do – work that gives a sense of personal accomplishment
(Hofstede, 2010, 92)	

Table 3 Collectivist Pole	
Characteristic Name	**Description**
Training	Opportunities to train (improve skills or acquire new skills)
Physical conditions	Have good physical working conditions (adequate lighting, ventilation, etc.)
Use of skills	Fully use your skills and abilities on the job
(Hofstede, 2010, 93)	

One interesting observation from Hofstede's study is that countries who had individualistic tendencies tended to be richer, while those who had collectivist tendencies tended to be poorer. He explains that it is possible that in richer countries, certain characteristics such as training, physical conditions, and use of skills may be taken for granted, ultimately making them less important as work goals (Hofstede, 2010). In poorer countries, an individual may not have the luxury to take these items for granted and thus plays a much bigger role in determining whether a job is better or worse.

In order to confirm his early results from the IBM study, a variety of studies were subsequently performed covering 14-28 nations with samples from a range of different populations (this included airline pilots, students, service managers, and consumers). The individualism scores are currently listed for 76 countries around the globe. Western countries and more developed nations tend to be more closely associated with individualism, while collectivism prevails in eastern countries and less developed nations (Hofstede, 2010, 93). After validation research was performed, Hofstede was able to determine a selection of ten differences in society that were shown to be associated with this dimension (Hofstede, 2011, 11-12). These help to create

a clearer profile for the type of separation Hofstede was able to observe, and what implications it may have on a cross-cultural basis. The ten societal differences observed can be found displayed in *Table 4* below.

Table 4 Ten Societal Differences	
Individualism	**Collectivism**
Everyone is supposed to take care of him- or herself and his or her immediate family only	People are born into extended families or clans which protect them in exchange for loyalty
"I" – consciousness	"We" – consciousness
Right of privacy	Stress on belonging
Speaking one's mind is healthy	Harmony should always be maintained
Others classified as individuals	Others classified as in-group or out-group
Personal opinion expected: one person one vote	Opinions and votes predetermined by in-group
Transgression of norms leads to guilt feelings	Transgression of norms leads to shame feelings
Languages in which the word "I" is indispensable	Languages in which the word "I" is avoided
Purpose of education is learning how to learn	Purpose of education is learning how to do
Task prevails over relationship	Relationship prevails over task
(Hofstede, 2011)	

It is important to recognize what the IDV (individualism vs. collectivism) score is measuring in context to Hofstede's study. First, just as degrees of individualism vary from country to country, there is also a degree of variation within individuals of a country. For this reason, Hofstede needed a comparable sample, and the IBM study allowed for him to do this (Hofstede, 2010, 92). In the framework of Hofstede's study, the individualism he is measuring can be attributed to an individual who stresses employee independence from the organization. On the opposite spectrum, those collectivist individuals would place dependence on the organization (Hofstede, 2010, 93). The IBM study does have its limitations, as it cannot perfectly distinguish the

contextual differences between individualism and collectivism in a society, but only rather within IBM itself and then be applied to cultures (Hofstede, 2010, 93).

Other cross-national studies have been completed that helped to solidify the validity of the IDV dimension – six major publications between 1990 and 2002 (Hofstede, 2010, 99). Hofstede mentions three studies in particular that support his findings: Schwartz, GLOBE, and Tropenaars. All of these studies produced dimensions or categories that were highly correlated with his IDV (individualism vs. collectivism) values (Hofstede, 2010, 99). While each study had variations entrenched in them, Hofstede was able to determine that none of the replicated data led to justifications significant enough to alter the IDV scores from his study, and that the original IBM study still proved to be the best common denominator in practice (Hofstede, 2010, 99)

The most recent development to Hofstede's Insights includes the addition of the fifth and sixth dimensions – long-term orientation and indulgence vs. self-restraint (Hofstede, 2011, 7). Long-term orientation came as a result of Michael Minkov's research from the World Values Survey. His analysis of 93 nations helped to redefine the differences between country-level and individual-level data. Examining Minkov's work led Geert Hofstede to identify the last dimension, indulgence vs. restraint, which is essentially a measure of happiness (whether or not simple gratifications in life are easily fulfilled or not) (Hofstede, 2011, 15). This will be further discussed later as an avenue for future research.

Hofstede's Opposition

There are many arguments that aim to disassemble the legitimacy of Hofstede's claims. Although his various studies contain a vast amount of breadth and depth, his work has attracted a controversial opposition. The following discussion will aim to address some of these prevalent issues.

One of the more predominant criticisms is the idea of cultural homogeneity. Throughout his work, Hofstede aims to characterize nations from a cultural aspect and give numerical significance to his dimensions. One argument against this, are his assumptions that the populations of each nation studied are homogeneous. In reality, most nations consist of a variety of cultural groups and therefore his analysis is constrained by relying on the individuals that are assessed (Nasif et al. 1991, 82; Redpath 1997, 336).

This relates to a second popular criticism about the national division of cultures. While a nation is a political entity that has a governing body, cultures are not necessarily constrained by these specific boundaries (McSweeney, 2016). Often times cultures have the ability to exist in their own realm of influence – whether that be with in just a small portion of a country, or an area that is greater than the political borders. In response to this, Hofstede points out that national identities are one of the few ways to measure and quantify cultural differences (Jones, 2007, 5; Hofstede, 1998, 481).

Political influences also have a large impact on the data being observed. In his original surveying, subjects were asked questions at a time that was in the heart of the Cold War era. These macro-political events may have a material impact on the way that respondents may have answered certain questions (Jones, 2007). If not all the representative countries are undergoing the same political uncertainty, the significance of the data could be altered. This, in particular, plays a role in Hofstede's dimension of Uncertainty Avoidance (Newman, 1996, 775). This dimension, as described by Hofstede, refers to the extent to which people feel threatened by a lack of structure or uncertain events (Hofstede, 2011, 10). It must be considered that in a time of political turmoil around the world, participants in the survey would be much less tolerable for ambiguity. That being said, given the timing of the survey, the assumption is possible that as a whole, the participants may have had more of an appetite for risk avoidance, and sought additional structure in their lives.

Another critique of Hofstede's insights hinges on the thought that many deem a survey to be an inappropriate measurement instrument for determining cultural disparity (Jones, 2007, 5). This is apparent since the item being measured (cultural disparity) is not one that is easily quantifiable. Since cultural disparity is one that is determined by a significant amount of subjectivity, antagonists allude that surveying may not necessarily be appropriate (Schwartz 1999).

Approach and Methodology

Introduction

To create a work life balance index, one must first define what work life balance means and what it is comprised of. As stated previously, work life balance consists of an individual's specific prioritization of "work" (career and ambition) and "life" (health, leisure, family, pleasure, etc.) and the decisions that accompany this prioritization (Kulkarni, 2013). Previous research has identified two approaches that are both causally and ontologically related - these being the culturist and structuralist approaches (Schooler, 1996).

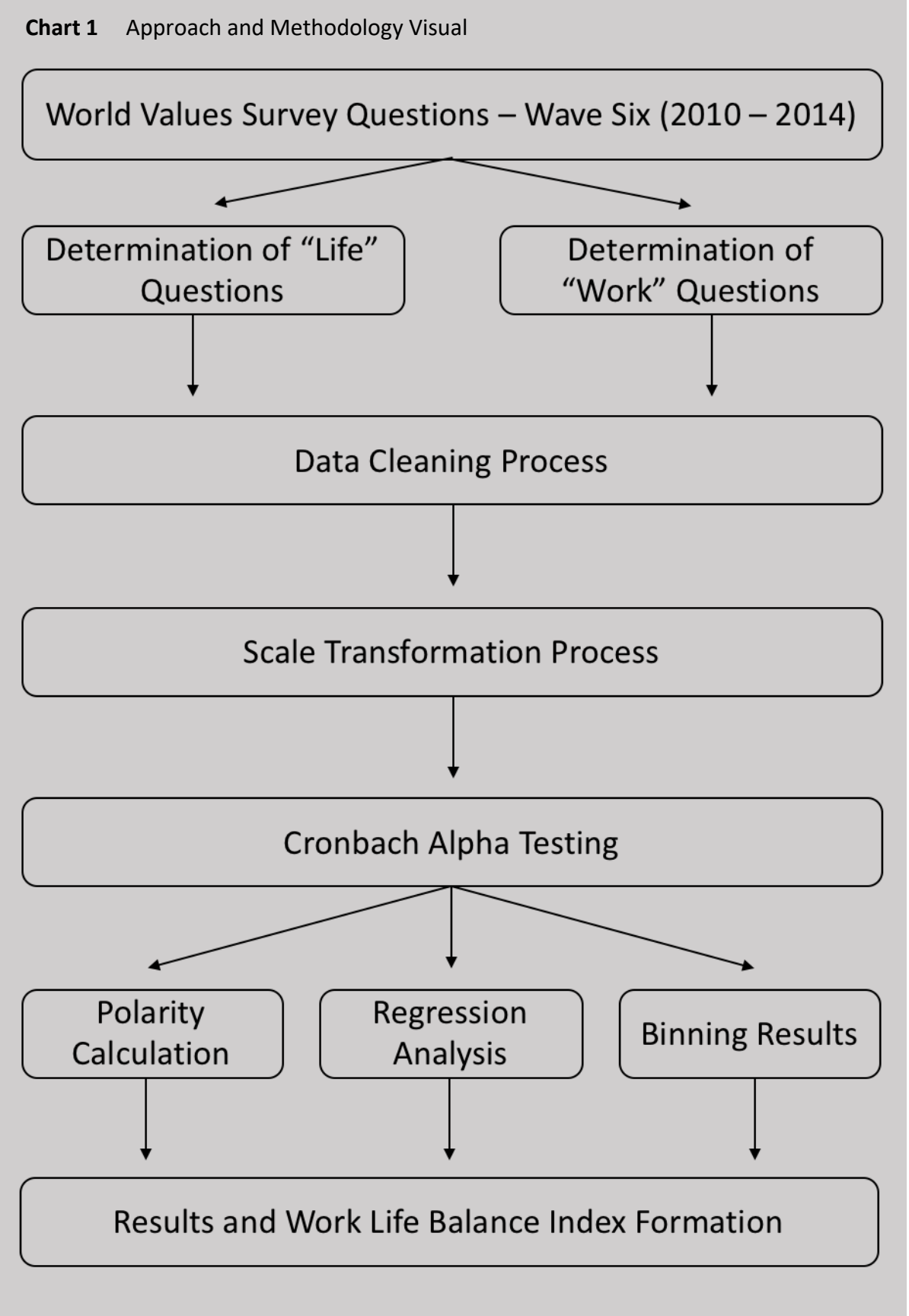
The culturist approach hinges on the basis of ideas, norms, beliefs, and values that have historically been shared by a group of persons and considered to be "good, right, and desirable in life" (Ollier-Malaterre, Ariane; Foucreault, Annie, 113). Examples that characterize the culturist approach include traditional gender roles between men and women, individualism vs. collectivism, and time horizons in society (Ollier-Malaterre, Ariane; Foucreault, Annie). Structuralism more so deals with the societal institutions and systems put into place that create rules and norms that affect human interaction. The idea of structuralism branches into three main subgroups that entails legal structures (labor laws), economic structures (country industrialization), and social structures (family structure) (Ollier-Malaterre, Ariane; Foucreault, Annie).

When considering work life balance, and its correlation to varying cultural dimensions, it is also imperative to consider whether the idea of work life balance is actually a matter of choice, or constrained by a range of factors (Gregory, A. & Milner, Susan, 10). Those who favor the structuralist approach, would tend to believe that work life balance is less of a personal choice, and more of a societal one. For the purpose of this research, it is fair to assume that individuals who are participants make their decisions with considerable freedom yet may be bound by certain limitations. This is to say that decisions are normally a compromise between what is desirable, and what is reasonably feasible (Gregory, A. & Milner, Susan, 3).

For the purpose of the work life balance index constructed, the culturist approach was taken. This was because the questions derived from the WVS more clearly aligned with a comparison of intercultural differences, rather than structural differences between countries. Using this method also provides a better foundation to be able to assess the relationship between the index and Hofstede's dimension of individualism vs. collectivism.

The overall approach to creating a proper work life balance index involved a process that started with the data provided by the WVS. It was essential to determine a proper set of data that would accurately reflect the different ends of the work life spectrum. As previously mentioned, the different poles of this spectrum consist of the emphasis placed on one's "work" (career and ambition) and "life" (Health, leisure, family, pleasure, etc.). Creating a suitable index followed the following framework which is displayed in *Chart 1* below.

Chart 1 Approach and Methodology Visual



Question Decision Making

Initially, choosing the proper questions to format into the index was paramount. The data being observed is the accumulated Wave 6 data from 2010-2014. For the survey, there were approximately 249 questions to choose from. Of these questions, certain criteria had to be determined that would force the respondent to commit to showing varying levels of support for either the "work" aspect or the "life" aspect. In order to create this framework, the questions had to not be only related to each other, but also chosen so that they specifically supported one aspect or the other. As a result, there were three questions from the survey chosen to represent each pole of the work life balance spectrum. The questions chosen for each aspect can be seen in *Table 5* and *Table 6* below:

Table 5 Work Life Balance Index: Life Questions	
Question	**Answer Scale (0-4)**
For each of the following, indicate how important it is in your life: *Family*	0 = No Answer 1 = Very Important 2 = Rather Important 3 = Not Very Important 4 = Not at All Important
For each of the following, indicate how important it is in your life: *Friends*	0 = No Answer 1 = Very Important 2 = Rather Important 3 = Not Very Important 4 = Not at All Important
For each of the following, indicate how important it is in your life: *Leisure Time*	0 = No Answer 1 = Very Important 2 = Rather Important 3 = Not Very Important 4 = Not at All Important
(World Values Survey Wave 6, 2014)	

Table 6 Work Life Balance Index: Work Questions	
Question	**Answer Scale (0-10)**
Now I'd like you to tell me your views on various issues. How would you place your views on this scale? "Private ownership of business and industry should be increased" vs. "Government ownership of business and industry should be increased"	0 = No Answer 1 = Completely Agree with 1st Statement 10 = Completely Agree with 2nd Statement
Now I'd like you to tell me your views on various issues. How would you place your views on this scale? "Competition is good. It stimulates people to work hard and develop new ideas" vs. "Competition is harmful. It brings out the worst in people"	0 = No Answer 1 = Completely Agree with 1st Statement 10 = Completely Agree with 2nd Statement
Now I'd like you to tell me your views on various issues. How would you place your views on this scale? "In the long run, hard work usually brings a better life" vs. "Hard work doesn't generally bring success—it's more a matter of luck and connections"	0 = No Answer 1 = Completely Agree with 1st Statement 10 = Completely Agree with 2nd Statement
(World Values Survey Wave 6, 2014)	

These questions were chosen for specific reasons. First of note, within the survey itself, the questions themselves are all in a row, which normally can lead to common method bias. However, as seen in *Table 5* and *Table* 6, these questions seem to be measuring different concepts that are actually related. Paired with the fact that the Cronbach's alphas are not

extremely high (observed in the subsequent section), this lends the thought that the questions are actually measuring slightly different angles, and not driven by their position within the questionnaire itself. Thus, they do not suffer from common method bias. Furthermore, each question has a similar structure which allows for them to be compared on a similar basis within their respective categories. Even though the different categories are being measured on different scale factors, within each category the scale factors are the same which will allow for easier scale transformation.

For the "life" portion of the index, respondents were asked to indicate how important three different factors are in their lives; these factors being *family*, *friends*, and *leisure time*. These questions were chosen because one would think that if someone aims to place more emphasis on the "life" aspect, they would be more apt to prioritize their family, friends, and leisure time. Similarly, if someone was to emphasize the "work" aspect of their life, they would tend to agree with the first statement in each of the given scenarios above. These statements being: "Private ownership of business and industry should be increased", "Competition is good. It stimulates people to work hard and develop new ideas", and "In the long run, hard work usually brings a better life."

As a whole, given their respective categories, the questions that were grouped together allowed for a logical representation to be formulated. From this point, constituents would be able to be categorized either favoring "life" or "work" based on their profiles generated from their individual answers to these questions.

Data Cleaning

One issue within the data that had to be dealt with was the non-respondents for each of the varying questions. Even though questions were technically rated on a scale of one to four and one to ten, there were a number of persons surveyed that decided not to answer some or all of the questions. A non-respondent would result in a score of zero. Since this was the case, these particular participants had to be removed from the data pool, thus resulting in missing data.

Initially the total number of respondents for the entire Wave 6 survey amounted to 85,071 participants. After the data cleansing process removed non-respondents for each of the sample questions, there were approximately 76, 934 remaining participants. This concluded the cleaning process with roughly 8,137 contributors that were removed for analysis purposes.

In research, there are two common methods of dealing with missing data: imputation (i.e. predicting the missing value) or eliminating the observations in their entirety. Since the former would require making assumptions about the model, simply eliminating the data was more appropriate in the context of this research.

Scale Transformation

Scale transformation is crucial in order to create a model that will be comparable across each question, as well both aspects of the work life balance index. Since the answers will need to be compared, and eventually subtracted to create a polarity, all questions must have the same scale factor. The formula used in order to transform all of the data is as follows, with the corresponding variable explanation in *Table 7*:

$$= \frac{Max_{New} - Min_{New}}{Max\ _{Old} - Min_{old}} * (V - Max_{Old}) + \ Max_{New}$$

Table 7 Scale Transformation Variables	
Variable	**Explanation**
Max_{New}	Largest value for new scale range
Min_{New}	Smallest value for new scale range
$Max\ _{Old}$	Largest value for old scale range
Min_{old}	Smallest value for old scale range
V	Specific response value for each participant

This formula was used in every scenario where it was essential for scale of the data to be transformed. If the data had not been properly scaled, then the “life” and “work” aspect answers would be negligible since they would not be on a comparable basis. Applying this formula in excel was rather simple, but when copying the data, it was important to only paste the value of the actual cell and not the corresponding formula, otherwise calculations later in the process would be wrong.

Cronbach Alpha Testing

Cronbach's alpha is a measure of internal consistency with in a set of data, or how closely related a set of items are together as a group. This is a measure of reliability, or rather a coefficient of consistency and should not be misinterpreted as implying that the measure is unidimensional. The higher the Cronbach alpha measurement, the more internal consistency is present among the given data. A general formula to determine Cronbach's alpha is presented below, along with *Table 8*, which explains the variables in the Cronbach's alpha formula, and *Table 9*, which gives accurate guidelines as to how the measures should be interpreted.

$$\propto = \frac{N \cdot \overline{c}}{\overline{v} + (N-1) \cdot \overline{c}}$$

Table 8 Cronbach's Alpha Variables	
Variable	**Explanation**
N	Number of items
$\overline{c}$	Average inter-item covariance
$\overline{v}$	Average variance
(What does Cronbach's alpha mean? | SPSS FAQ)	

Table 9 Interpretation of Cronbach's Alpha	
Cronbach's alpha	**Internal consistency**
0.9 ≤ α	Excellent
0.8 ≤ α < 0.9	Good
0.7 ≤ α < 0.8	Acceptable
0.6 ≤ α < 0.7	Questionable
0.5 ≤ α < 0.6	Poor
α < 0.5	Unacceptable
(What does Cronbach's alpha mean? | SPSS FAQ)	

During the question decision making phase, it was determined that a set of three questions would represent each of the factors (life and work). Through this phase there were approximately eight total questions that were determined to fit into the categories. From a logical standpoint, the questions all fit well together and were deemed worthy to be used. Yet calculating the Cronbach alpha for a variety of data combinations would allow for the highest possible internal consistency to be measured among the samples. Using the Cronbach alpha test was the final determination in deciding which specific three of the four questions would be used to formulate each respective factor.

Even after attempting to find the combination with the best internal consistency, the Cronbach alphas still remained rather low. That being said, this was not a huge concern for a variety of reasons. First, the data sample only used three questions and traditionally Cronbach alpha scores improves as additional questions are added. Second, the questions concerning the work aspect may be formative questions instead of reflective ones. This means that one's emphasis level on their work (their "work score"), would actually be used as a predictor for the answers to these questions, rather than being different items that measure the same dimension from different angles.

Low Cronbach alpha scores could also be the result of cultural differences on a country by country basis. For instance, South Korea had the lowest Cronbach alpha score for the career section (0.12). After further in-depth research, it was discovered that state-owned enterprises (SOEs) played a large role in the economic development of the country beginning in the 1960s

and 1970s (Lee, 2014). These SOEs invested crucial infrastructure that the private sector had difficulty justifying. Even after a Korean financial crisis in 1997, new regulations were put into place, but SOEs continued to play a large role. This is exemplified through the 286 public institutions classified under “new law” that make up approximately 34.6% of the “Budget/GDP” (Lee, 2014). In this case, respondents may be highly motivated through their work and career but answer differently when it comes to their opinion on state owned enterprises, thus effecting the internal consistency of the questions. Even though this was just one observations, there could be a variety of cultural differences and structural nuances within countries that could have an adverse effect on the score.

After all of the Cronbach alphas were calculated, a majority of them resulted in values that are generally considered “unacceptable” from an internal consistency standpoint. On the surface this may seem like an issue of validity as to whether these questions are truly measuring what is desired. However, after further examination of the questions and countries being researched, there are logical reasons as to why low Cronbach alpha scores make sense and are acceptable.

Polarity Calculation

Calculating a polarity was a portion of the analysis that allowed for a single quantified outcome to be determined that could then be compared to Hofstede's individualism rating.

Each respondent had their answers for the three questions that made up both the "life" and "work" aspects. These three numbers were averaged to create a single "life" and "work" value per participant. Next, on an individual basis a polarity value was calculated by subtracting the "life" average minus the "work" average for each participant. Once the polarities were calculated on a standalone basis, all participant polarities were then averaged to create a single country polarity value.

The survey questions were based on a 1-4 scale factor. However, the way they were framed meant that a participant who answered a "1" was most highly representative of that respective category. This means that a lower the number would indicate more of a focus on that portion of the work life balance index.

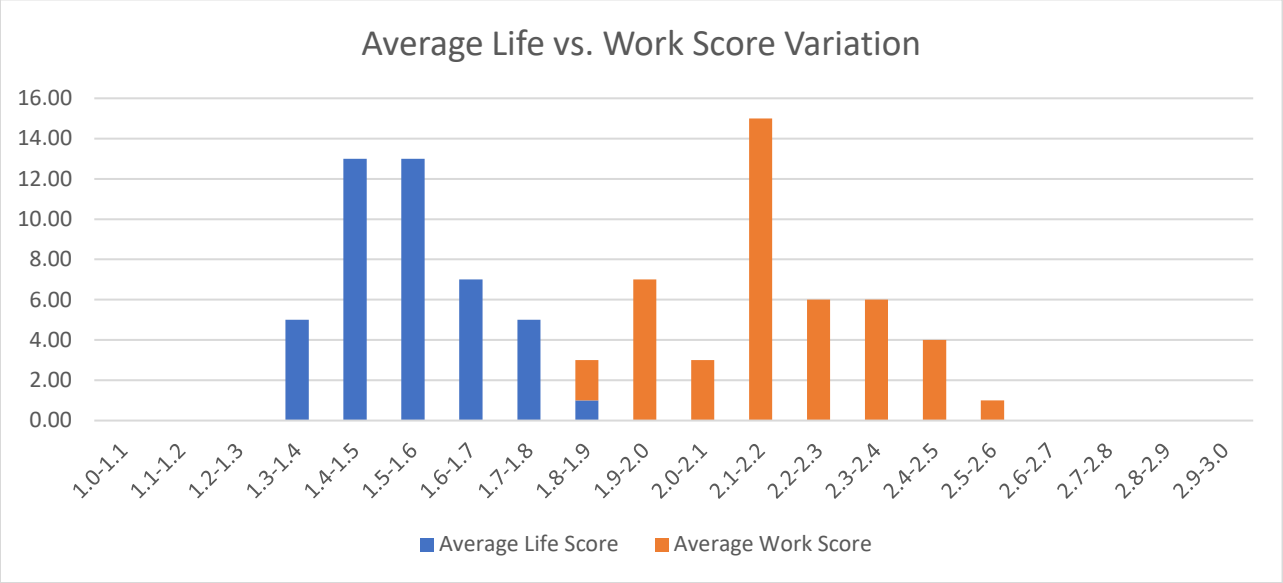
This had to be taken into consideration during the analysis of the polarity results. The polarity calculation was done by taking the "life" average minus the "work" average. Knowing this, it would be accurate to state that a more negative polarity value represents those participants most focused on the "life" aspect, while a more positive polarity value represents those participants most focused on the "work" aspect.

An interesting observation from the polarity calculations is that the average polarity score for every country leaned toward the “life” factor. As can be seen in the subsequent charts and graphs, there was a distinct similarity between the tendencies of respondents across the spectrum.

When creating this work life balance index, a crucial assumption made was that the persons being observed would be unidimensional in deciding whether to support the “life” or “work” aspects of their lives. However, as much of the data suggests this was not the case. Too much contrast, the majority of respondents were more complex in their approach and scored high averages in both facets of the work life balance index – suggesting that these variables may be interdependent on one another.

In *Table 10* below it is possible to observe a quick percentage breakdown for the life and work averages per country. As seen in the table and accompanying graph, as a whole each country on average scored a higher work score (2.17) than life score (1.54), indicating that there is less emphasis placed on work. Additionally, it is interesting to note the breakdown of the percentage of countries that either scored above or below these mean averages. While exactly 50% of countries scored both above and below the mean for their work scores, the life scores differed – only 38.6% of the countries scored above the mean, while 61.4% scored below. This helps give a frame of reference as to what the skewness of these metrics is, and how that may affect their respective polarity ratings.

Table 10 Life vs. Work Country Score Dispersion			
	Life	**Work**	**Hofstede's IDV Scores**
Average Country Score	1.54	2.17	0.37
% Above Average	38.6%	50.0%	40.9%
% Below Average	61.4%	50.0%	59.1%



Individual Country Level Data

Introduction

This portion will aim to discuss the significant findings on an individual country by country basis. In *Table 18* on page 39, it is possible to observe a breakdown of how each country scored according to the work life balance index that was constructed. First however, it is necessary to describe the methodology behind this breakdown.

Breakdown Methodology

In *Table 11* the breakdown methodology can be seen. Essentially, in order to get a proper visualization of each countries work life balance profile, it was first necessary to split the graph of resulting scores into "Quadrants." For each of the respective work life balance factors, the individual respondent could have a minimum potential score of "1" and a maximum potential score of "4." All the while it is important to remember that a lower score indicates higher emphasis on that respective factor. The aim of each quadrant was to create a breakdown in order to group and determine what percentage of respondents fell into each category.

Table 11 Quadrant Score Breakdown

	Life Minimum	**Life Maximum**	**Work Minimum**	**Work Maximum**
Quadrant 1	1	2.5	1	2.5
Quadrant 2	1	2.5	2.5	4
Quadrant 3	2.5	4	1	2.5
Quadrant 4	2.5	4	2.5	4

Quadrant 1 represented those individuals most oriented towards **both** the work factor and life factor (life range = 1.0-2.5, work range = 1.0-2.5). We will refer to those who fall in this category as "*The Go-Getters." Quadrant 2* represented those individuals highly oriented toward the **life** factor, but not the work factor (life range = 1.0-2.5, work range = 2.5-4.0). These individuals will be referred to as "*The Homebodies." Quadrant 3* represented those individuals highly oriented toward the **work** factor, but not the life factor (life range = 2.0-4.5, work range = 1.0-2.5) and will be called *"The Workaholics*." *Quadrant 4* represented those individuals who are **neither** oriented toward the life factor, nor the work factor (life range = 2.5.0-4.5, work range = 2.5-4.0). These respondents will be called *"The Couch Potatoes."*

A sample of five countries were chosen in order to demonstrate some of the differences between country profiles on an individual basis. The countries chosen were as follows: The United States of America, South Korea, Poland, India, and South Africa. This sample represents a vast range of cultural backgrounds and regional differences. Below in *Table 12* the individual breakdown of average polarities, Hofstede IDV (individualism vs. collectivism) scores, and sample size can be observed. Beneath that in *Table 13* – *Table 17* the respective quadrant breakdowns for each country are also shown, followed by charts of these breakdowns to show their differences graphically. Also displayed are the polarity distributions and individual life and work distributions for these five countries. This truly allows for a wholesome profile to be created, giving more insight into how each country may differ from one another. As stated previously, on page 39, *Table 18* displays the entirety of the quadrant breakdown for each of the forty-four countries observed.

Table 12 Country Data			
Country Name	**Average Polarity**	**Hofstede's IDV Scores**	**Sample Size (N)**
United States	-0.43	0.91	2087
South Korea	-0.25	0.18	1173
Poland	-1.02	0.60	828
India	-0.44	0.48	1570
South Africa	-0.87	0.65	3209

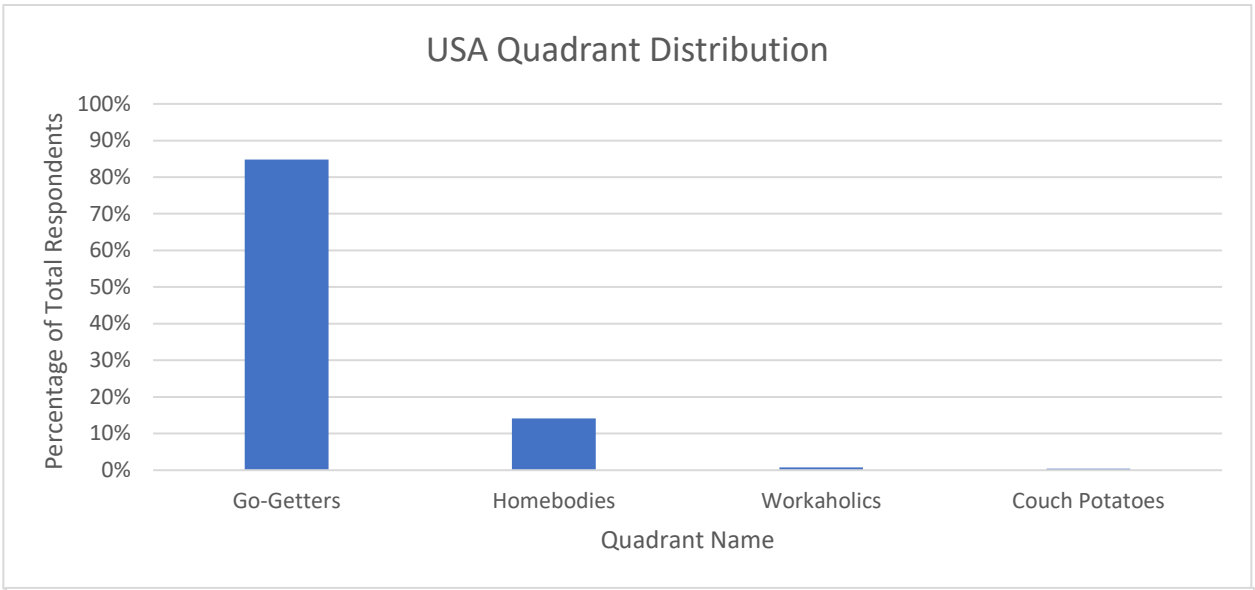
Table 13 United States		
	Count	**% of Total**
Go - Getters	869	84.76%
Homebodies	492	14.14%
Workaholics	139	0.72%
Couch Potatoes	70	0.38%

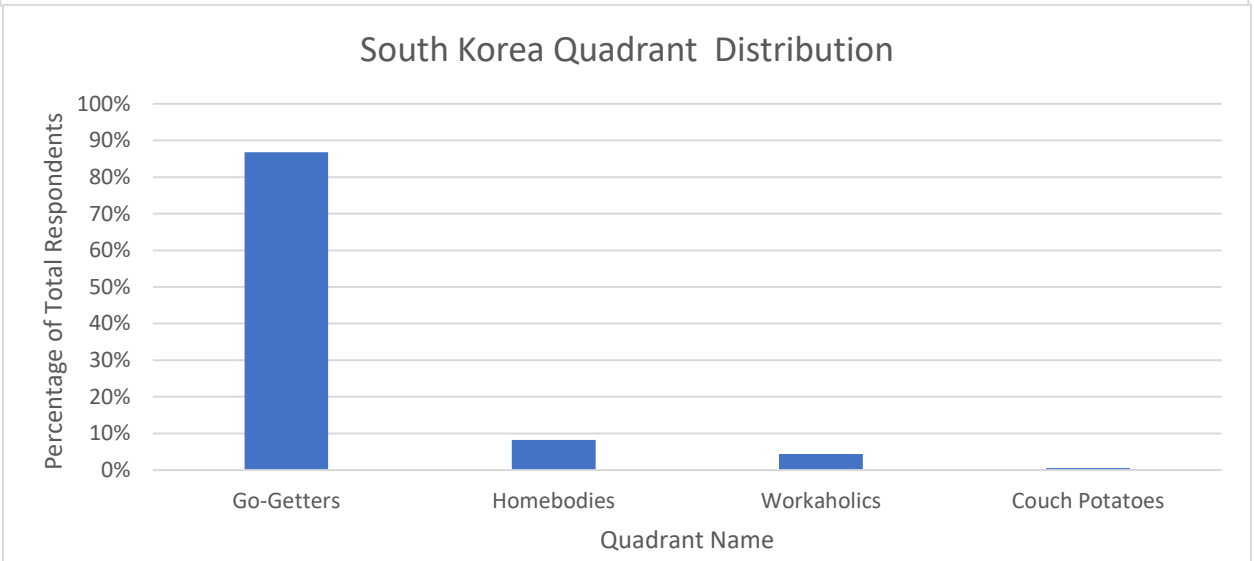
Table 14 South Korea		
	Count	**% of Total**
Go - Getters	1018	86.79%
Homebodies	97	8.27%
Workaholics	52	4.43%
Couch Potatoes	6	0.51%

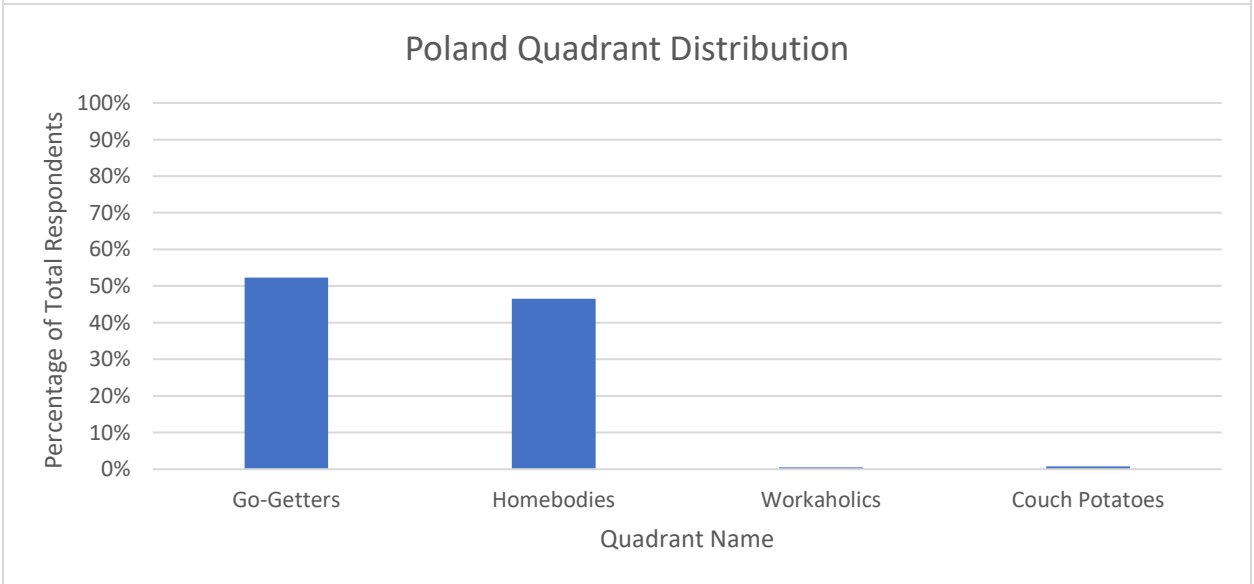
Table 15 Poland		
	Count	**% of Total**
Go - Getters	433	52.29%
Homebodies	385	46.50%
Workaholics	4	0.48%
Couch Potatoes	6	0.72%

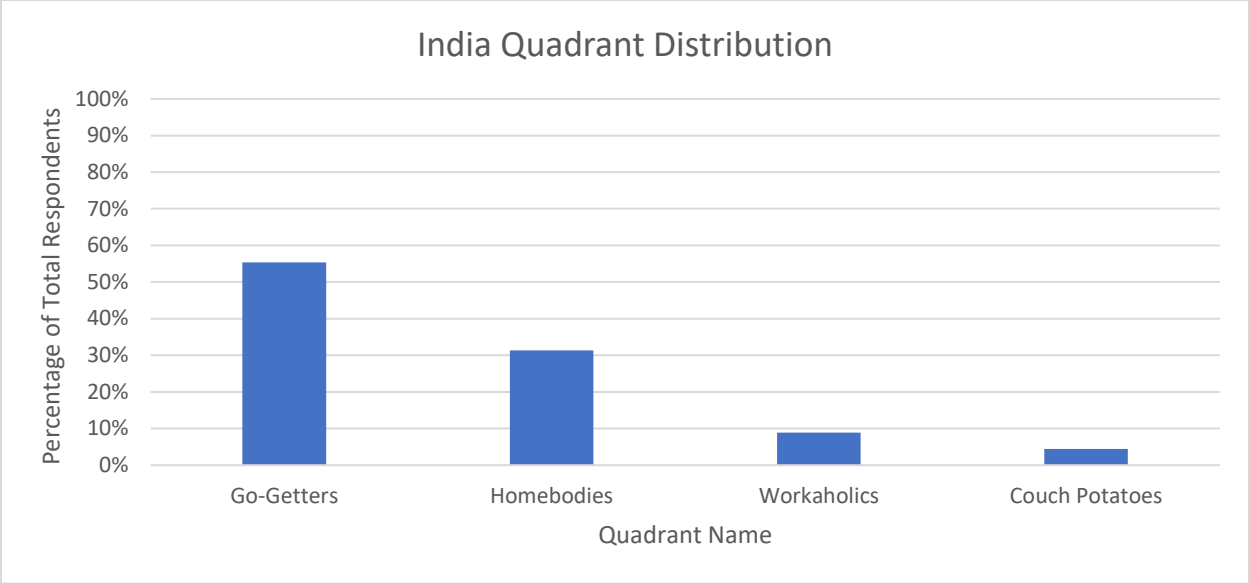
Table 16 India		
	Count	**% of Total**
Go - Getters	869	55.35%
Homebodies	492	31.34%
Workaholics	139	8.85%
Couch Potatoes	70	4.46%

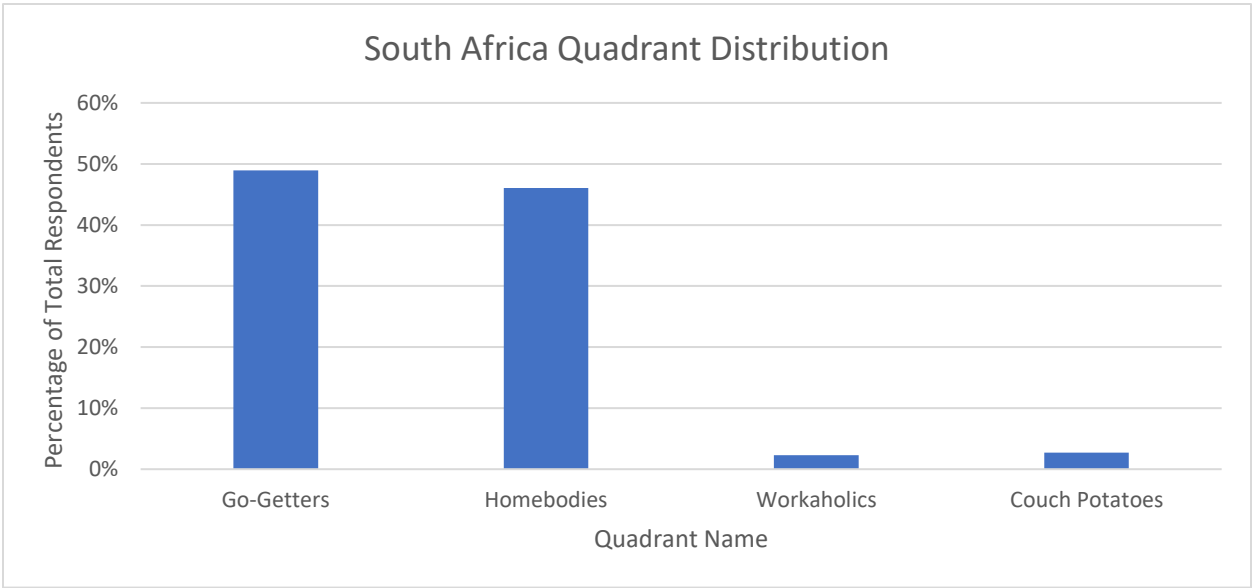
Table 17 South Africa		
	Count	**% of Total**
Go - Getters	1571	48.96%
Homebodies	1478	46.06%
Workaholics	73	2.27%
Couch Potatoes	87	2.71%

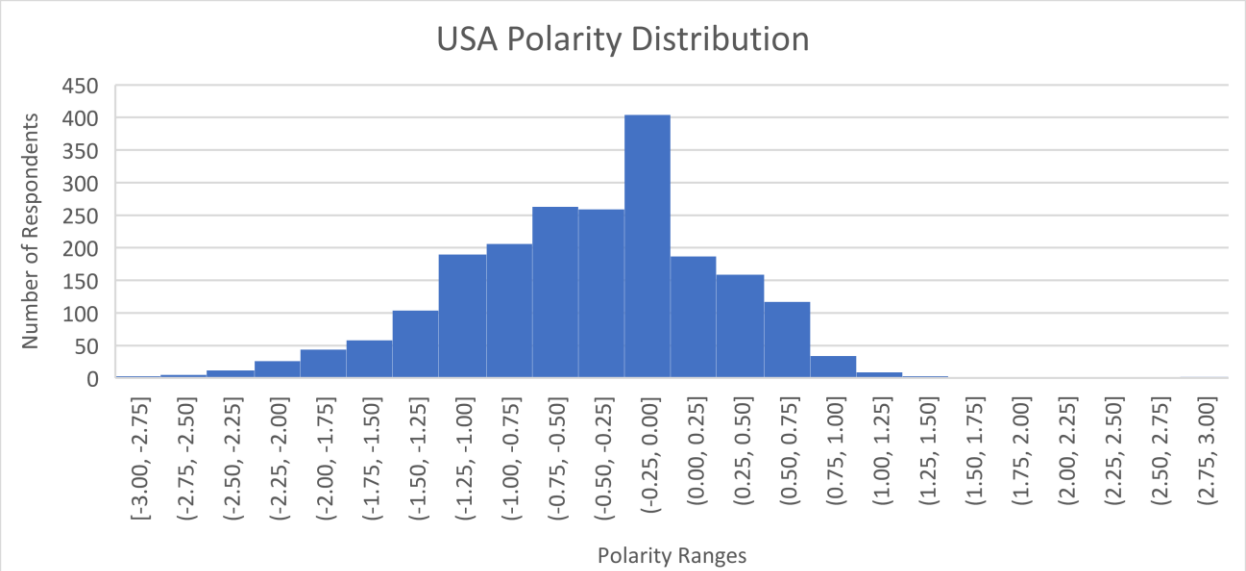

USA Quadrant Distribution
Percentage of Total Respondents
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Go-Getters
Homebodies
Workaholics
Couch Potatoes
Quadrant Name

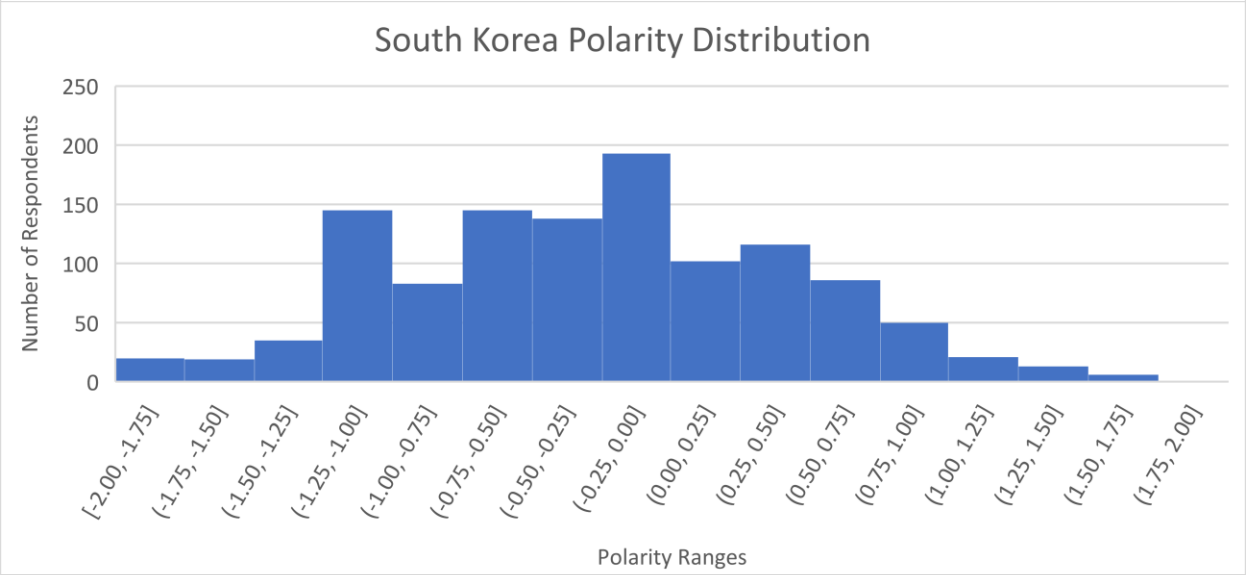

South Korea Quadrant Distribution
Percentage of Total Respondents
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Go-Getters
Homebodies
Workaholics
Couch Potatoes
Quadrant Name

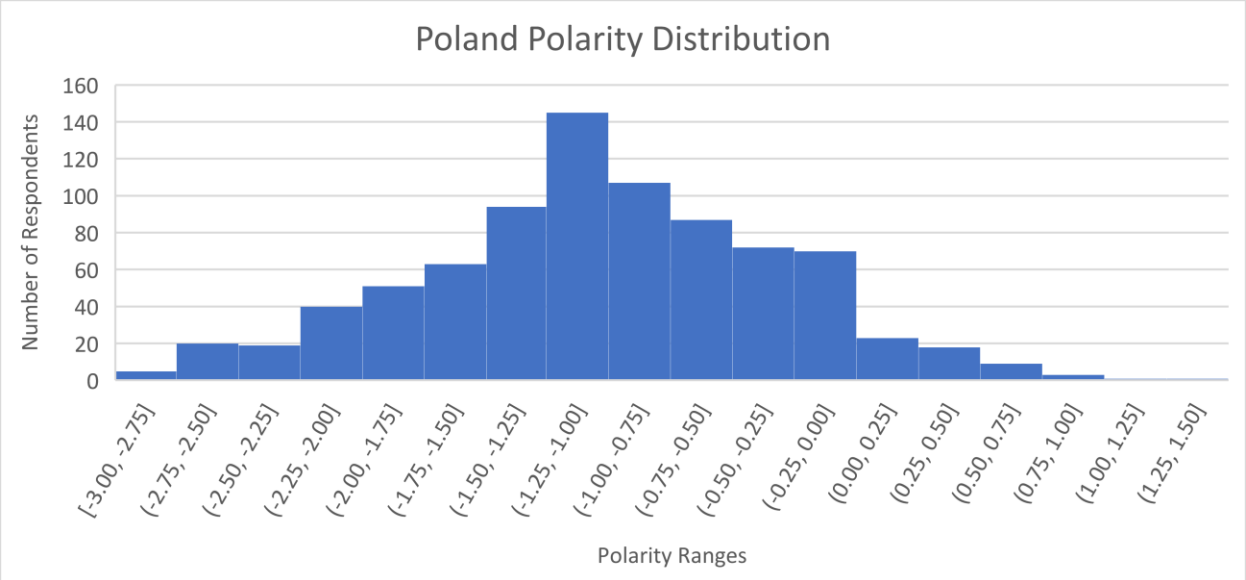

Poland Quadrant Distribution
Percentage of Total Respondents
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Go-Getters
Homebodies
Workaholics
Couch Potatoes
Quadrant Name

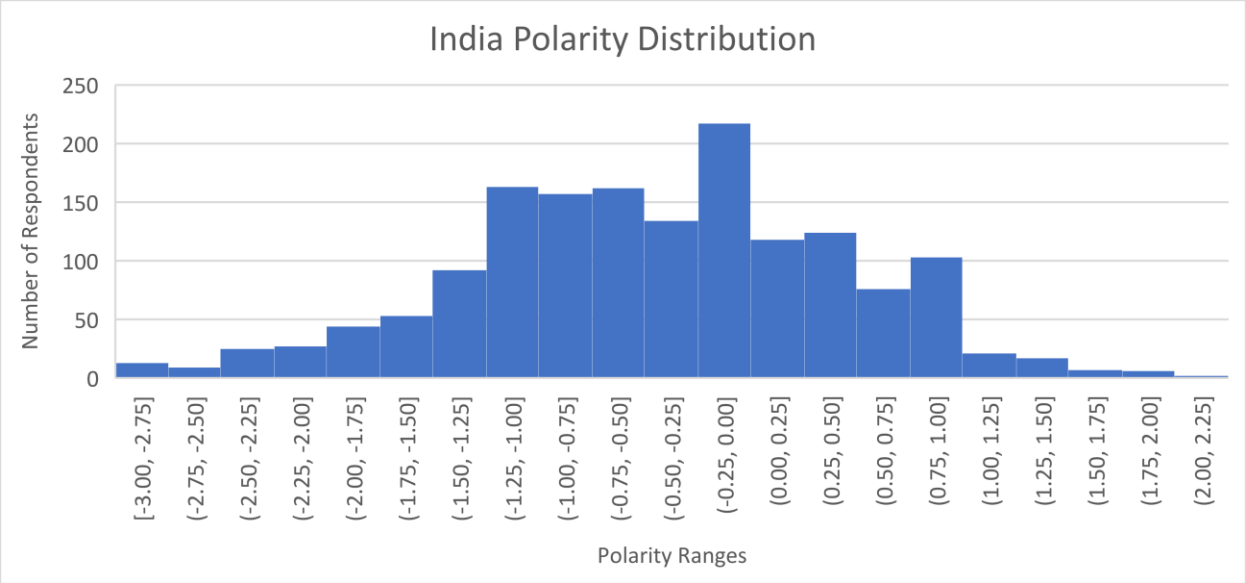

India Quadrant Distribution
Percentage of Total Respondents
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Go-Getters
Homebodies
Workaholics
Couch Potatoes
Quadrant Name


South Africa Quadrant Distribution
Percentage of Total Respondents
60%
50%
40%
30%
20%
10%
0%
Go-Getters
Homebodies
Workaholics
Couch Potatoes
Quadrant Name


USA Polarity Distribution
Number of Respondents
450
400
350
300
250
200
150
100
50
0
[-3.00, -2.75]
(-2.75, -2.50]
(-2.50, -2.25]
(-2.25, -2.00]
(-2.00, -1.75]
(-1.75, -1.50]
(-1.50, -1.25]
(-1.25, -1.00]
(-1.00, -0.75]
(-0.75, -0.50]
(-0.50, -0.25]
(-0.25, 0.00]
(0.00, 0.25]
(0.25, 0.50]
(0.50, 0.75]
(0.75, 1.00]
(1.00, 1.25]
(1.25, 1.50]
(1.50, 1.75]
(1.75, 2.00]
(2.00, 2.25]
(2.25, 2.50]
(2.50, 2.75]
(2.75, 3.00]
Polarity Ranges


South Korea Polarity Distribution
Number of Respondents
250
200
150
100
50
0
[-2.00, -1.75]
(-1.75, -1.50]
(-1.50, -1.25]
(-1.25, -1.00]
(-1.00, -0.75]
(-0.75, -0.50]
(-0.50, -0.25]
(-0.25, 0.00]
(0.00, 0.25]
(0.25, 0.50]
(0.50, 0.75]
(0.75, 1.00]
(1.00, 1.25]
(1.25, 1.50]
(1.50, 1.75]
(1.75, 2.00]
Polarity Ranges


Poland Polarity Distribution
Number of Respondents
160
140
120
100
80
60
40
20
0
[-3.00, -2.75]
(-2.75, -2.50]
(-2.50, -2.25]
(-2.25, -2.00]
(-2.00, -1.75]
(-1.75, -1.50]
(-1.50, -1.25]
(-1.25, -1.00]
(-1.00, -0.75]
(-0.75, -0.50]
(-0.50, -0.25]
(-0.25, 0.00]
(0.00, 0.25]
(0.25, 0.50]
(0.50, 0.75]
(0.75, 1.00]
(1.00, 1.25]
(1.25, 1.50]
Polarity Ranges


India Polarity Distribution
Number of Respondents
250
200
150
100
50
0
[-3.00, -2.75]
(-2.75, -2.50]
(-2.50, -2.25]
(-2.25, -2.00]
(-2.00, -1.75]
(-1.75, -1.50]
(-1.50, -1.25]
(-1.25, -1.00]
(-1.00, -0.75]
(-0.75, -0.50]
(-0.50, -0.25]
(-0.25, 0.00]
(0.00, 0.25]
(0.25, 0.50]
(0.50, 0.75]
(0.75, 1.00]
(1.00, 1.25]
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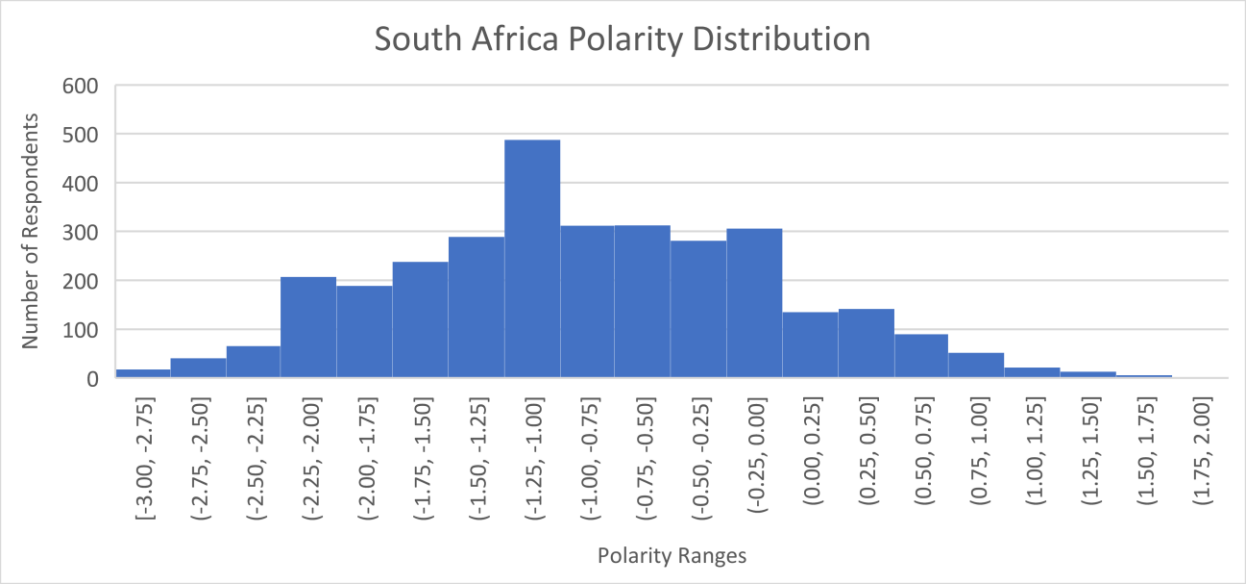
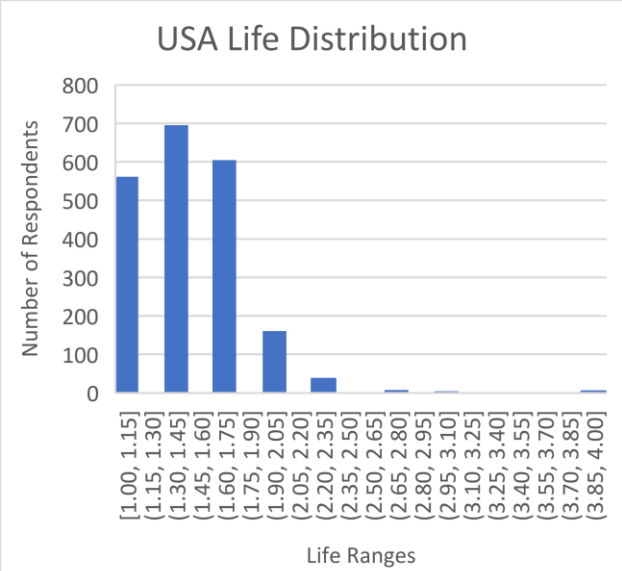
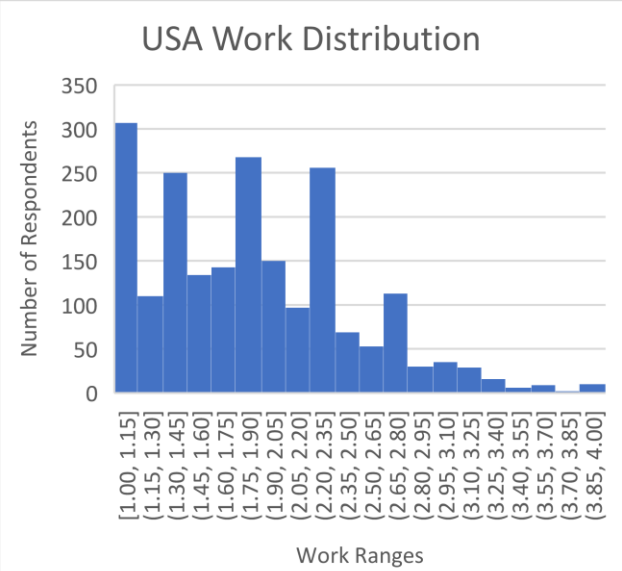
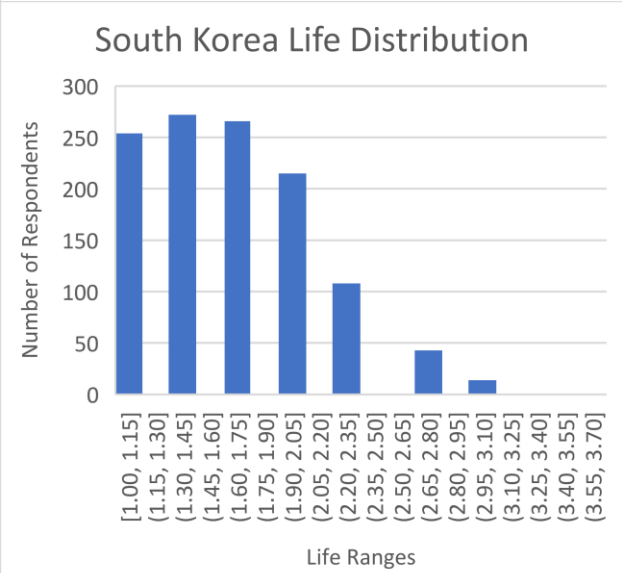
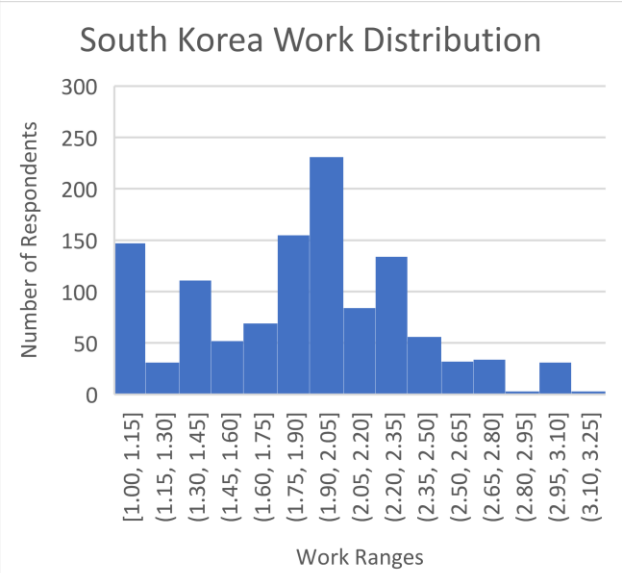
(1.75, 2.00]
(2.00, 2.25]
Polarity Ranges

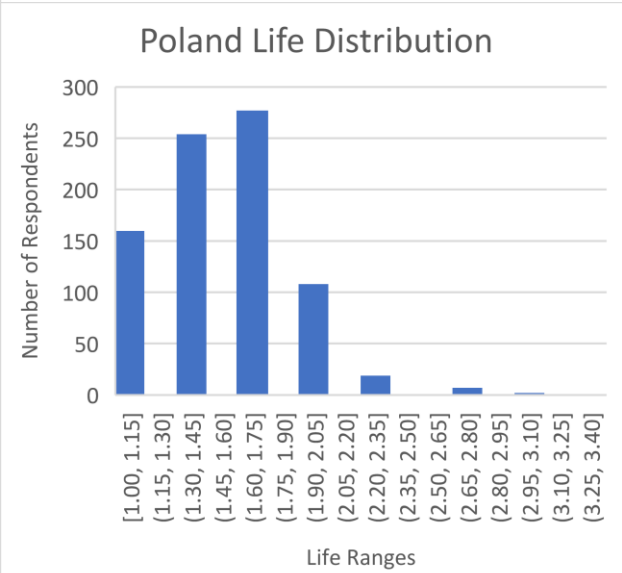

South Africa Polarity Distribution
Number of Respondents
600
500
400
300
200
100
0
[-3.00, -2.75]
(-2.75, -2.50]
(-2.50, -2.25]
(-2.25, -2.00]
(-2.00, -1.75]
(-1.75, -1.50]
(-1.50, -1.25]
(-1.25, -1.00]
(-1.00, -0.75]
(-0.75, -0.50]
(-0.50, -0.25]
(-0.25, 0.00]
(0.00, 0.25]
(0.25, 0.50]
(0.50, 0.75]
(0.75, 1.00]
(1.00, 1.25]
(1.25, 1.50]
(1.50, 1.75]
(1.75, 2.00]
Polarity Ranges

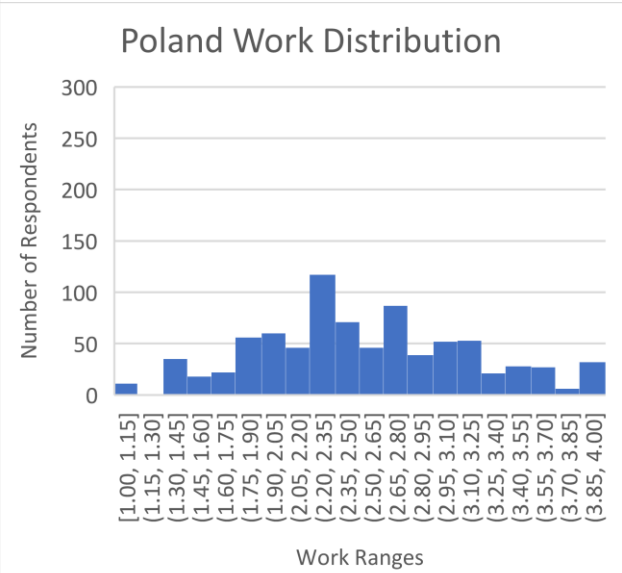

USA Life Distribution
Number of Respondents
800
700
600
500
400
300
200
100
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
(3.70, 3.85]
(3.85, 4.00]
Life Ranges

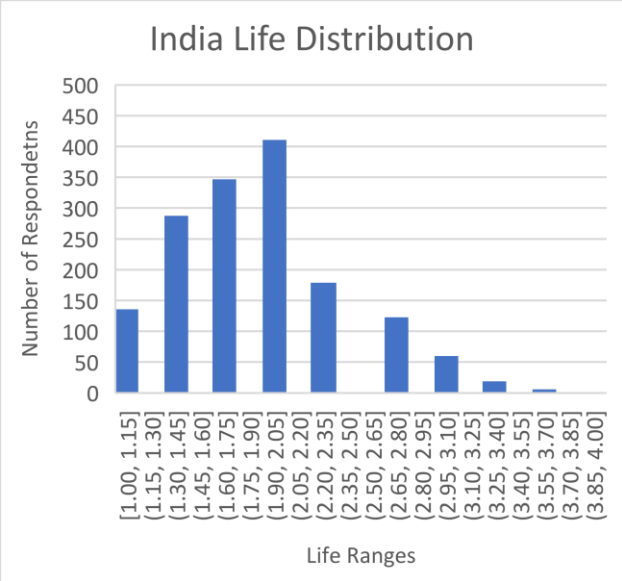

USA Work Distribution
Number of Respondents
350
300
250
200
150
100
50
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
(3.70, 3.85]
(3.85, 4.00]
Work Ranges

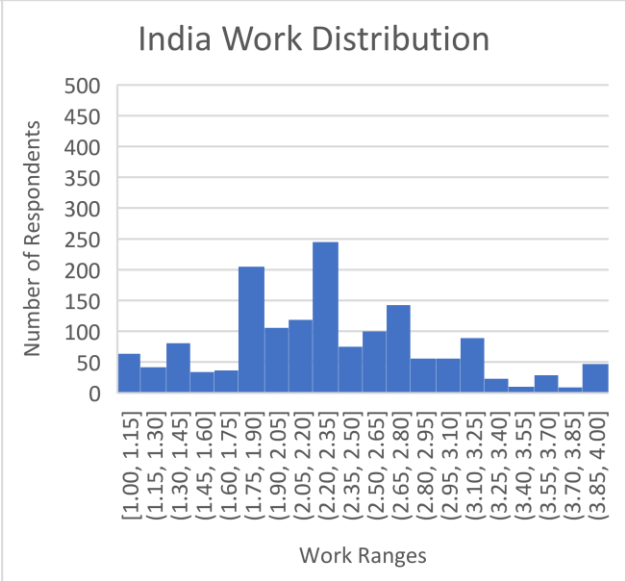

South Korea Life Distribution
Number of Respondents
300
250
200
150
100
50
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
Life Ranges


South Korea Work Distribution
Number of Respondents
300
250
200
150
100
50
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
Work Ranges


Poland Life Distribution
Number of Respondents
300
250
200
150
100
50
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
Life Ranges


Poland Work Distribution
Number of Respondents
300
250
200
150
100
50
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
(3.70, 3.85]
(3.85, 4.00]
Work Ranges


India Life Distribution
Number of Respondetns
500
450
400
350
300
250
200
150
100
50
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
(3.70, 3.85]
(3.85, 4.00]
Life Ranges


India Work Distribution
Number of Respondents
500
450
400
350
300
250
200
150
100
50
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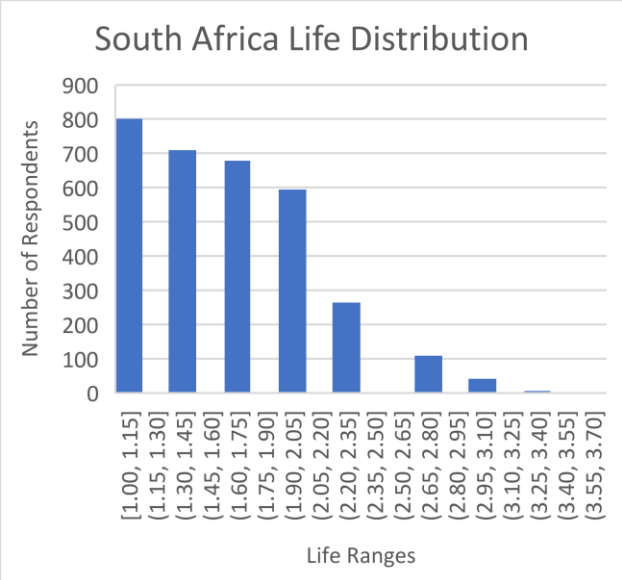
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
(3.70, 3.85]
(3.85, 4.00]
Work Ranges


South Africa Life Distribution
Number of Respondents
900
800
700
600
500
400
300
200
100
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
Life Ranges

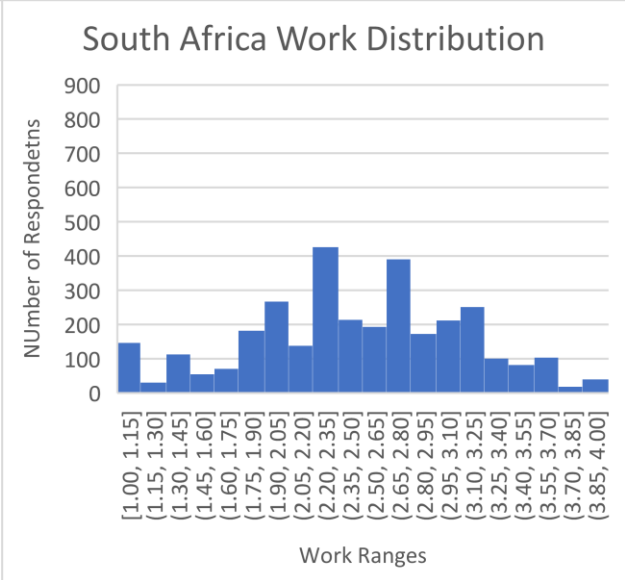

South Africa Work Distribution
NUmber of Respondetns
900
800
700
600
500
400
300
200
100
0
[1.00, 1.15]
(1.15, 1.30]
(1.30, 1.45]
(1.45, 1.60]
(1.60, 1.75]
(1.75, 1.90]
(1.90, 2.05]
(2.05, 2.20]
(2.20, 2.35]
(2.35, 2.50]
(2.50, 2.65]
(2.65, 2.80]
(2.80, 2.95]
(2.95, 3.10]
(3.10, 3.25]
(3.25, 3.40]
(3.40, 3.55]
(3.55, 3.70]
(3.70, 3.85]
(3.85, 4.00]
Work Ranges

Table 18 Country Participant Quadrant Distribution Data				
Countries	**Distribution**			
	Quadrant 1	**Quadrant 2**	**Quadrant 3**	**Quadrant 4**
Argentina	59.80%	36.37%	2.48%	1.35%
Australia	83.52%	15.67%	0.44%	0.37%
Brazil	68.93%	28.92%	0.96%	1.18%
Chile	59.56%	38.37%	1.26%	0.80%
China	75.43%	22.46%	1.40%	0.70%
Colombia	61.55%	35.90%	1.34%	1.20%
Ecuador	73.06%	25.25%	1.43%	0.25%
Egypt	79.58%	15.36%	3.81%	1.25%
Estonia	64.88%	32.80%	1.16%	1.16%
Germany	72.98%	25.29%	1.17%	0.56%
Ghana	81.64%	16.11%	2.00%	0.26%
Hong Kong	73.04%	25.74%	0.92%	0.31%
India	55.35%	31.34%	8.85%	4.46%
Iraq	82.64%	10.64%	5.36%	1.36%
Japan	80.76%	18.25%	0.81%	0.17%
Jordan	68.98%	28.94%	1.56%	0.52%
Kuwait	70.32%	27.07%	1.48%	1.13%
Lebanon	61.67%	31.27%	3.63%	3.43%
Libya	80.57%	18.47%	0.86%	0.11%
Malaysia	75.08%	23.92%	0.69%	0.31%
Mexico	71.41%	25.80%	2.02%	0.78%
Morocco	74.31%	16.96%	6.95%	1.78%
Netherlands	65.76%	33.54%	0.35%	0.35%
New Zealand	86.55%	13.02%	0.43%	0.00%
Nigeria	66.86%	32.46%	0.40%	0.28%
Pakistan	54.97%	40.84%	3.34%	0.86%
Peru	69.55%	25.16%	3.44%	1.86%
Philippines	62.01%	33.56%	3.77%	0.67%
Poland	52.29%	46.50%	0.48%	0.72%
Romania	73.89%	22.43%	2.33%	1.35%
Russia	53.58%	41.16%	2.63%	2.63%
Singapore	69.93%	28.80%	0.61%	0.66%
Slovenia	75.03%	24.43%	0.55%	0.00%
South Africa	48.96%	46.06%	2.27%	2.71%
South Korea	86.79%	8.27%	4.43%	0.51%
Spain	76.13%	23.87%	0.00%	0.00%
Sweden	77.09%	22.26%	0.46%	0.19%

Taiwan	84.05%	14.23%	1.44%	0.27%
Thailand	58.73%	36.64%	1.88%	2.74%
Trinidad and Tobago	83.77%	13.83%	1.63%	0.76%
Turkey	61.65%	37.62%	0.53%	0.20%
Ukraine	55.20%	41.07%	1.60%	2.13%
United States	84.76%	14.14%	0.72%	0.38%
Uruguay	55.36%	42.29%	1.36%	0.99%

Many differences are seen on a country-by-country basis. First of note is the fact that South Korea and the USA represent the largest difference in Hofstede IDV (individualism vs. collectivism) scores, however when examining the work life balance (WLB) for these countries, their polarities are not the biggest discrepancy in the group, and their quadrant breakdown profiles are almost identical. One reason for this could be attributed to the traditionally large number of SOEs found in South Korea, which may contribute to the collectivist culture, but still generate highly work and life-oriented individuals.

Most countries observed had a majority of respondents who fell in Quadrants 1 and 2 (Go-Getters and Homebodies). While this was also true for India, an interesting observation is that this was the country with the highest percentage of respondents in Quadrant 3 (Workaholics) at 8.85%. While India's IDV (individualism vs. collectivism) score (0.48) was slightly individualism leaning compared to the average (0.37), it was interesting to observe that this country had the highest respondents in Quadrant 3 compared to other highly individualistic countries such as the United States (0.91) and Australia (0.90). One theory that could explain this is the recent technology wave that has swept through India, with massive human resource management

outsourcing efforts by large corporations as a cost saving tactic (Karthikeyan, S., Bhagat, M., & Kannan, N. G. 2013).

For the most part, of these five countries, all of the polarity distributions seemed to represent some slight variation of a bell curve looking distribution. This graphical data would help to support the theory that the polarity calculation led to data shrinkage, which impacted the results. Since the highest conglomeration of polarity scores were generally concentrated at or around zero, this lends the thought that polarity may not be the best measurement for this particular data.

The individual work and life distributions are good visualizations to portray where the majority of respondents fell within each individual category. When comparing the two, both life and work have vastly different distribution shapes. Observing the life graphs, the majority of respondents generally fell toward the lower end of the spectrum, placing great importance on the life aspect. Only on rare occasion were respondents observed scoring above a score of 2.5. Of the five countries specifically cited, The USA, South Korea, and South Africa follow similar patterns, with decreasing respondents as scores grow. Poland and India observed increasing participants until a score close to 2.0 was reached, followed by a drop-off. This is interesting to note since South Africa had a much different quadrant breakdown from that of The USA and South Korea. From a visual perspective, only The USA displayed a work distribution that seemed to emphasize lower scores, while the remaining countries displayed distributions with a bell curve like shape, and a majority of respondents falling in the 1.9-2.5 range.

Ecological Level Data

All of the final results for each specific country were exported to a master excel document that allowed for a macro analysis and comparison to Hofstede's individualism ratings. This permitted specific correlations to be calculated as well as various regressions to be done across a variety of relationships. The accompanying data for the forty-four countries is displayed in *Table 20* below - the analysis will be discussed in the results and significance portion of the documents.

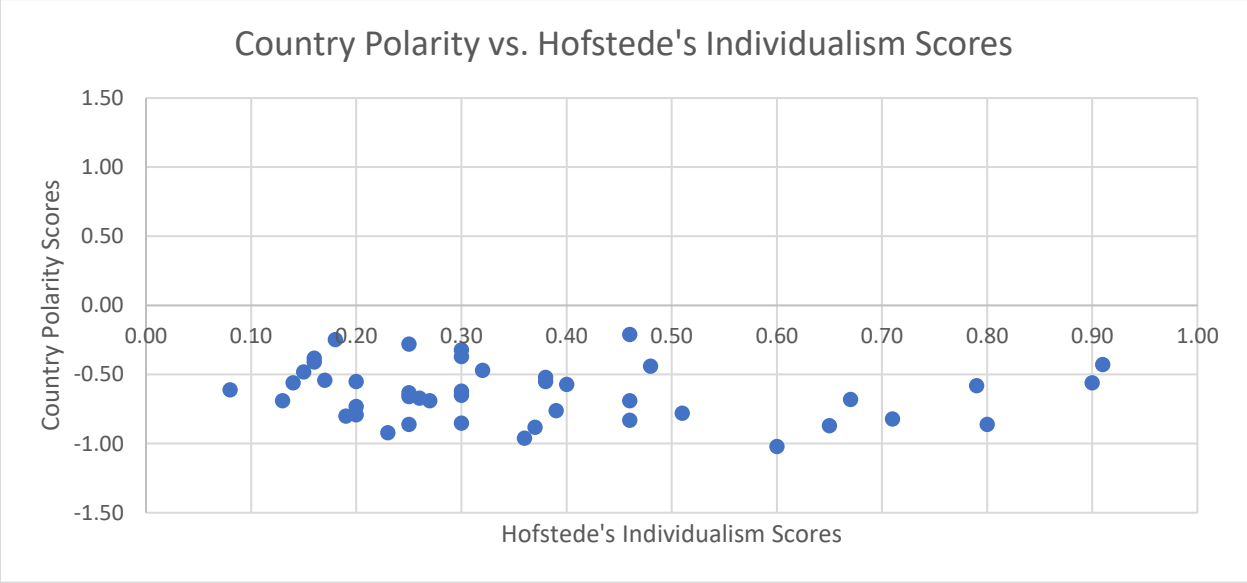
Table 20 Final Calculation Table

Country Name	Average Country Life Score	Average Country Career Score	Calculated Country Polarity	Hofstede's IDV Scores
Argentina	1.52	2.35	-0.83	0.46
Australia	1.41	1.97	-0.56	0.90
Brazil	1.60	2.15	-0.55	0.38
Chile	1.48	2.40	-0.92	0.23
China	1.58	2.13	-0.55	0.20
Colombia	1.61	2.30	-0.69	0.13
Ecuador	1.53	2.13	-0.61	0.08
Egypt	1.71	2.00	-0.28	0.25
Estonia	1.51	2.31	-0.80	0.19
Germany	1.53	2.21	-0.68	0.67
Ghana	1.49	1.96	-0.48	0.15
Hong Kong	1.53	2.19	-0.66	0.25
India	1.87	2.31	-0.44	0.48
Iraq	1.70	2.01	-0.32	0.30
Japan	1.45	2.14	-0.69	0.46
Jordan	1.53	2.18	-0.65	0.30
Kuwait	1.52	2.15	-0.63	0.25
Lebanon	1.62	2.18	-0.57	0.40
Libya	1.43	1.95	-0.52	0.38
Malaysia	1.47	2.14	-0.67	0.26

Mexico	1.49	2.12	-0.62	0.30
Morocco	1.77	1.97	-0.21	0.46
Netherlands	1.46	2.33	-0.86	0.80
New Zealand	1.38	1.96	-0.58	0.79
Nigeria	1.35	2.20	-0.85	0.30
Pakistan	1.72	2.28	-0.56	0.14
Peru	1.75	2.15	-0.41	0.16
Philippines	1.78	2.24	-0.47	0.32
Poland	1.51	2.53	-1.02	0.60
Romania	1.68	2.04	-0.37	0.30
Russia	1.67	2.42	-0.76	0.39
Singapore	1.36	2.11	-0.79	0.20
Slovenia	1.49	2.18	-0.69	0.27
South Africa	1.60	2.47	-0.87	0.65
South Korea	1.62	1.87	-0.25	0.18
Spain	1.40	2.18	-0.78	0.51
Sweden	1.32	2.13	-0.82	0.71
Taiwan	1.49	2.02	-0.54	0.17
Thailand	1.66	2.39	-0.73	0.20
Trinidad and Tobago	1.54	1.92	-0.38	0.16
Turkey	1.39	2.27	-0.88	0.37
Ukraine	1.57	2.42	-0.86	0.25
United States	1.43	1.86	-0.43	0.91
Uruguay	1.47	2.43	-0.96	0.36

Results and Significance

Country Polarity vs. Hofstede's Individualism Scores



Key measures from the data displayed above can be found in *Table 21* below.

Table 21 Key Measures – Country Polarity vs. Hofstede's Individualism Scores		
	Country Polarity	**Hofstede's Individualism**
Maximum	-0.21	0.91
Minimum	-1.02	0.08
Average	-0.63	0.37

In the above graph, the results of the forty-four countries observed are recorded. In this display, from a purely visual perspective it is evident that there does not seem to be any clear pattern or relationship that forms between the polarity level of a country and its corresponding individualism score. It is interesting to note that in all countries a negative polarity value was observed – indicating each one placed more emphasis on "life" than "work" regardless of Hofstede's Individualism Scores.

The lack of a relationship can furthermore be proven through a statistical analysis of the data which is shown in *Table 22* below. First, the correlation coefficient is low, with an Adjusted R Square that would indicate that there is no explanation in work life balance polarity that comes from Hofstede's Individualism Scores.

Table 22 Regression Output - Country Level Polarity vs. Hofstede's Individualism Scores

Regression Statistics	
Multiple R	0.168094465
R Square	0.028255749
Adjusted R Square	0.005118981
Standard Error	0.198944176
Observations	44

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	0.048335542	0.048335542	1.221248757	0.275406325
Residual	42	1.662308969	0.039578785		
Total	43	1.710644511			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-0.573866262	0.060122027	-9.545025246	4.42175E-12	-0.695197423	-0.4525351	-0.695197423	-0.4525351
Polarity	-0.156206833	0.141350699	-1.105101243	0.275406325	-0.441464092	0.129050426	-0.441464092	0.129050426

One problem that may have arisen from this methodology could have been the shrinking of data. Since there were averages taken that were then used to create a polarity score, the number of outliers would have had a lesser effect on the resulting data points. For instance, a participant who scored highest in both categories (1,1) would receive the same polarity score as someone who scored absolute lowest in both categories (4,4).

Even though the polarity method allowed for the data to be condensed into one observable and quantifiable number, it created a much more smoothed down framework that gave similar scores to people who could potentially have vastly different response profiles.

Life Averages vs. Hofstede's Individualism Scores

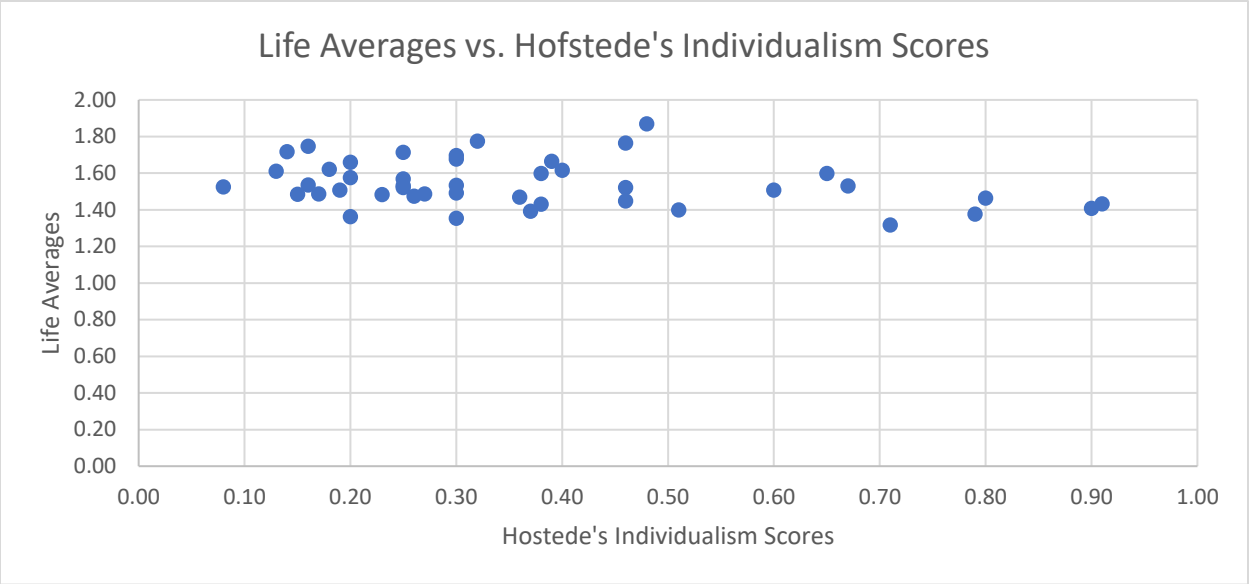


Table 23 Regression Output - Life Averages vs. Hofstede's Individualism Scores

Regression Statistics	
Multiple R	0.311676954
R Square	0.097142524
Adjusted R Square	0.075645917
Standard Error	0.206356533
Observations	44

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	0.192431392	0.192431392	4.518970167	0.039443784
Residual	42	1.78848679	0.042583019		
Total	43	1.980918182			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	1.188066433	0.386724701	3.072124506	0.003722106	0.407624388	1.968508477	0.407624388	1.968508477
Life Averages	-0.530513077	0.249560793	-2.125786952	0.039443784	-1.034147146	-0.026879007	-1.034147146	-0.026879007

The life score averages initially did not show and significant pattern visually. As seen in *Table 23* above, the life averages when regressed against Hofstede's IDV scores provided a correlation coefficient of -0.532 which was statistically significant at the 0.05 level. Though it is not a particularly strong correlation, it does show that there is a relationship between the two that isn't simply due to chance. This would provide a springboard for future research that would hope to examine this more in depth, with further proof from additional data.

Work Averages vs. Hofstede's Individualism Scores

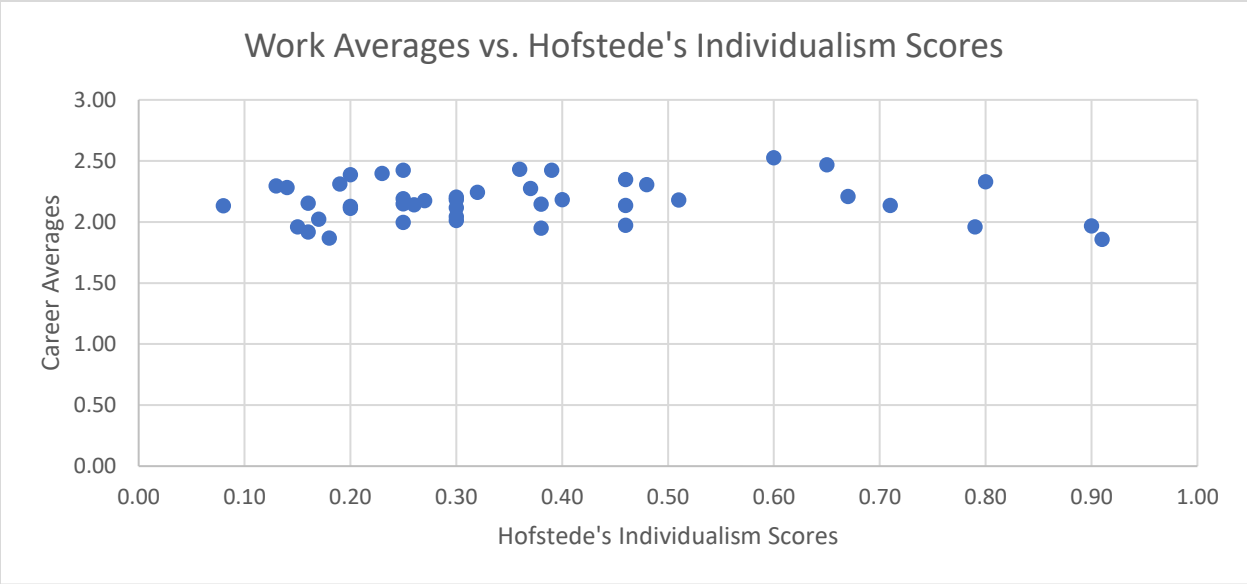


Table 24 Regression Output - Work Averages vs. Hofstede's Individualism Scores

Regression Statistics	
Multiple R	0.02721981
R Square	0.000740918
Adjusted R Square	-0.023050965
Standard Error	0.217093928
Observations	44

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	0.001467698	0.001467698	0.031141631	0.860772979
Residual	42	1.979450484	0.047129773		
Total	43	1.980918182			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	0.443758608	0.426950588	1.0393676	0.304580512	-0.417862562	1.305379779	-0.417862562	1.305379779
Work Averages	-0.034554376	0.195808877	-0.176469915	0.860772979	-0.429712688	0.360603936	-0.429712688	0.360603936

Examining the work score averages led to a similar outcome as the polarity calculation, with no observable relationship. As seen in *Table 24,* the correlation between work and Hofstede's individualism is close to zero with an Adjusted R Square that shows no explanation between the independent and dependent variables. One such explanation for this could be due to the

aforementioned split between culturist and structuralist views in regard to work life balance approaches.

After a re-examination of the questions being asked, it was determined that some of the questions that were chosen for the "work" factor, may have emphasized a structuralist approach as opposed to the desired approach – culturalism. Specifically, this may be the case with the first question, which examines the participants views on private ownership vs. government ownership of business. It asks the respondents opinion in the following manner: "Now I'd like you to tell me your views on various issues. How would you place your views on this scale? 'Private ownership of business and industry should be increased' vs. 'Government ownership of business and industry should be increased (World Values Survey Wave 6, 2014).'"

Looking at this question, it clearly embodies the structuralist approach in the sense that it represents the norms created by societal institutions that thus affect human interaction. This would fall into the category of an economic structure placed on society through government intervention of business. As previously stated, we believe that Hofstede's insights are more directly comparable with the culturist approach. With this question clearly representing a structuralist point of view, it may make sense no correlation between the factors was found as this approach is not properly aligned with the scores of Hofstede's dimensions.

Two-Factor Regression Model

Finally, a two-factor regression was performed. This was to see if the "life" and "work" factors would have any material results if both of these predictor variables were regressed against Hofstede's individualism rating. Since the polarity approach had an increased smoothing effect, doing a multiple regression could allow for a relationship to be observed with factors that are independent of each other.

In this two-factor regression model approach, a finding is actually observed. As displayed in *Table 25* below, the "X Variable 1" (which represents the "life" factor) has a significant correlation coefficient of -0.532 at the 0.05 level. If pursued, this would be another appropriate starting step for further research concerning this topic.

Table 25 Regression Output - Two Factor Regression Model

Regression Statistics	
Multiple R	0.311812846
R Square	0.097227251
Adjusted R Square	0.053189556
Standard Error	0.208848116
Observations	44

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	2	0.192599229	0.096299614	2.207818789	0.122845158
Residual	41	1.788318953	0.043617535		
Total	43	1.980918182			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	1.165330954	0.536210804	2.173270188	0.035590612	0.082431268	2.248230641	0.082431268	2.248230641
Life Averages	-0.532353497	0.254310624	-2.093319926	0.04254869	-1.045944221	-0.018762772	-1.045944221	-0.018762772
Work Averages	0.011765335	0.189666693	0.062031634	0.950839061	-0.371274322	0.394804991	-0.371274322	0.394804991

Results Summary

In its entirety, the research project held promise but had differing results than what was anticipated. For the most part, each country followed a similar pattern, which showed the most emphasis placed toward both the work **AND** life characteristics. More emphasis across the board was placed on the life aspect, which is observed through the second highest quadrant percentage breakdown being attributed to Quadrant 2 (the homebodies).

The polarity method showed promise, but as discussed previously led to a data shrinking effect that caused information to be smoothed. After taking this into account there were multiple other approaches considered to see if the "life" and "work" factors were individually correlated to Hofstede's individualism rating, or to each other. The life factor showed a -0.532 correlation at the 0.05 significance level, which is not a strong correlation, but statistically significant nonetheless.

This is an interesting result and differs from what one would expect. Interpreting this correlation can be done in the following way: As Hofstede's IDV (individualism vs. collectivism) score increases, the "life" factor score decreases. This means that respondents in the individualist countries such as the United States, generate lower "life" factors scores implying that they place more emphasis on their "life" than "work." This is counterintuitive to what would be expected, as one would predict that a higher amount of individualism, would motivate individuals to be more motivated to succeed in their work and pursue upward mobility in their careers.

The career factor did not show significant results, as we determined there may be a misalignment with one of the questions more clearly portraying a structuralist rather than culturalist approach to work life balance.

Finally, a two-factor regression model was preformed that also showed statistically significant results. It was confirmed that the “life” characteristic had a correlation coefficient -0.532 at the 0.05 significance level. This would be a promising place to jumpstart more in-depth research, such as a moderator model. Consequently, it is necessary to discuss the limitations of both the work life balance index and Hofstede’s theory, and why these two measurements alone might not be the best indicators to make future assumptions about one another.

Potential Improvements

Throughout this research there were a number of improvements to be made and problems that occurred. These should be dealt with for future repeated studies done on this topic. Some of the potential improvements could come from improved question samples and data consolidation.

Increased and Improved Question Samples

The World Values Survey provides a plentiful amount of information that is very useful in many fields of research. Even so, looking through all of the questions provided on the survey it was difficult to find a set of questions that fit together both theoretically, structurally, and also were representative of the culturist approach that was desired.

One aspect that could have improved the internal consistency would have been a greater number of questions that theoretically made sense together. If there was a higher amount of similar sample questions to measure each factor, a higher Cronbach alpha could have been achieved. This would have also helped vary averages between countries to a greater extent, giving a more dynamic profile on a country by country basis.

Overall improved question format would have also been beneficial to this research as well. For instance, when constructing the “life” factor index the three questions asked were concerning the importance of family, friends, and leisure time. Someone who places more importance on

their personal life would be expected to score high in these categories as compared to the work factor. However, in the survey, these questions were clustered together, potentially resulting in a psychological predisposition that wasn't considered. With these questions being clustered, there could have been a tendency not to choose all the same values. For instance, in reality most people place more importance on their family than friends and leisure time and thus resulting in a higher score. However, for the index purposes it was assumed that people did not compare these questions, and that they were answered independently of each other.

Finally, it would be essential to make sure that all questions do represent the desired work life balance approach that is being measured. Since the culturist approach was taken in regard to compare to Hofstede's individualism scores, it would be paramount to ensure that all questions accurately represent this and do not overlap – as seen in the first question for the "work" factor.

Data Consolidation and Organization

Another improvement that should be pursued is the methodology behind data consolidation and organization from the original WVS data. Originally, all potential questions that were to be tested were moved to a separate excel document. On this document the data then went through the cleaning process to rid non-respondents. This new document was then used to retrieve data from that point forward. A portion of these questions ended up not being used in the final analysis, which may have caused certain unneeded deletions during data cleaning.

Furthermore, each country specific analysis was done on a separate excel document. While excel is an excellent program in some regards, it has certain limitations when working with very large quantities of data. For this reason, there was a sizable amount of information that needed to be translated from document to document, which may have resulted in unintended human error. It would have been much more accurate and efficient to use a better data software program that could more easily manipulate large amounts of data.

Avenues for Future Research

Additional Underlying Factors

Even though the WVS extracts large amounts of data on a country by country basis, this is not the only major underlying factor. In order to continue to continue research concerning the work life balance of countries, additional underlying factors could be added to attempt to pinpoint where different relationships may exist.

Examples of such factors that could be applied are gender, age, profession, and education levels. In different cultures there are varying traditional roles for men and women, and these roles may change over time. Men and women may have fundamental differences in work life balance due to structural norms of society. As stated previously, the original wave of data gathered by the European Values Survey observed generational differences. This means that respondents could be more likely to respond to those of similar age within their cultures. Additionally, one's level of education may impact their opinion of work life balance. Their career development is a direct result of education levels and thus may also impact work life balance. Similarly, depending on one's profession, a respondent could be more apt to place emphasis on either the work or life factors of the index. Their motivations may be more or less influenced by their potential for upward mobility within their career. By using gender, age, profession, and education levels as additional underlying factors, data may be able to be regressed on a more specific basis in order to observe a different relationship.

Different Cultural Dimension

Another potential avenue for future research could be relating the collected data to a different one of Hofstede's Cultural Dimensions. More specifically, this data could fit well with the Indulgence vs. Self-Restraint dimension. This dimension is the most recent added, and as previously stated, is based off of Minkov's research based on the World Values Survey.

Indulgence represents a society that allows for relatively free gratification of basic human desires, relating to enjoying life and having fun. In contrast, restraint represents a society that controls the gratification of wants and desires through regulation of societal norms (Hofstede, 2011, 15). This could have a relation to the work life balance index that was created. In theory, a person who places more emphasis on "life" would be more inclined to be part of a culture that allows more self-gratification (indulgence), while someone who places more emphasis on "work", would not care as much about fulfilling these wants and desires (restraint).

World Visualization of Data

A final future research area concerns the general regional differences that may be observed. As stated previously, culture is not necessarily defined by official political borders. One such remedy for this, could be to visualize the work life balance data observed on a map. This would allow for relationships to not only be observed between countries, but also geographic regions of the world – potentially providing insight as to how cultural differences may have more of a concentration around geographical nodes, as opposed to country by country differences.

Research Implications

It is crucial not only to examine these differences and analyze results, but also to derive what implications this might mean for the world and more specifically the economic environment that can be observed for corporations today.

Corporate Sales and Marketing Efforts

The world is becoming more of a globalized environment as each day passes. The increased dispersion of technology has allowed for traditionally underdeveloped countries to rapidly expand and contribute to the global economy. As the scope of these cultural dimensions continues to become more precise with continued research, corporations will look to take advantage when developing their marketing and sales strategies. Being able to classify the general profiles of the consumer on a cultural basis would give corporations the advantage of a more targeted approach. This would have major implications that could have significant impact in the areas of increased sales, better margins, costs savings, and more.

One well-known company, which utilizes this targeted approach, is one of the largest global fast food franchising corporations: McDonalds. Multinational corporations always face significant risk when entering a new country of focus, and often fail because of their misunderstanding of culture. McDonald's has aimed to satisfy the needs of their local customers whom justify the company's existence.

McDonalds has traditionally implemented specific menu changes that caters to these local needs in hopes of continuing its healthy global expansion. A prime example of these changes occurred India, a country that reveres the cow and thus does not eat beef (Javalgi, 2005). McDonalds accepted these cultural differences, and therefore did not serve any all-beef patties, instead opting to substitute ground lamb in their sandwiches. They also do not serve pork, in order to prevent from offending any portion of India's Muslim minority (Hartley, 2003). By grasping these essential cultural factors and differences between societies, McDonalds has been able to thrive in this foreign environment, generate sales, and market to their specific consumer.

Structural Changes in Society

Another implication to consider from this research is the idea of structural changes that could occur because of internationalization and culture. As firms become global, it is not only important to consider the changes they must make in order to adapt to a new country's environment, but also to consider the mutual relationship between an organization expanding into a new country. This is the idea that the corporation could also generate a significant impact on the country as well.

This idea was first introduced as the McDonaldization theory, a study done by sociologist George Ritzer who examined how cultures and values of an organization can have an impact on society. An example of this occurs in the case of McDonalds in Hong Kong and Taipei. The

cleanliness of their franchises in these locations served as a catalyst to improve many sanitary standards in local restaurants (Jeon, H., 2016).

As corporations move into new areas, it is first important to consider the changes they must make as a result of cultural disparity between countries. But as stated above, it is just as important to recognize that a corporation could also affect the country as a whole, exposing the constituents to something new and potentially prompting changes in society.

The McDonaldization theory could also have implications from a work life balance perspective as well. There is clearly a difference in where the people in the researched countries place more or less emphasis in their lives. With the growth of global firms, the corporate culture that is brought to a new country could have a lasting impact on the people that are hired there. The level of work life balance that a company may emphasize is likely a result of where this firm is headquartered. With new foreign subsidiaries formed in new countries, the corporation's implied level of work life balance is likely to diffuse across borders and blend with the level that is traditionally embodied by the people who are hired to work in the new country of focus.

Corporate Talent Acquisition

More and more firms are continuing to develop and expand themselves globally. For this reason, it would be a detriment to the company to ignore work life balance and cultural differences that exist. With more multinational corporations today than ever, the best and brightest employees are being sought after around the globe. Thus, these firms are not only

looking for top talent in their country of origin, but also looking for the best individuals to control operations in various other countries. The use of Hofstede's cultural dimensions and the work life balance index could prove extremely useful in determining the attitudes of people that reside in different countries of operation - and how to best approach, hire, and retain top talent

An example of how work life balance plays a crucial role in the hiring process is examined in New Zealand. The complexity of the hiring process has continued to change and grow, as corporations can see a shift in where millennials place emphasis in their lives. In New Zealand specifically, work life balance has played a larger role is what new hires desire - even more so than their salaries (Rogers, 2015, 12). According to an article published in *Human Resources Magazine*, Hudson New Zealand (a leading provider of professional recruitment) saw a distinct job priority shift in 2015. Of the 763 New Zealand professionals and hiring managers that were surveyed, 69.0% of respondents chose work life balance and flexible arrangements as something they looked for in a new job (Rogers, 2015, 13). This was significant since work life balance had historically ranked third or fourth in research from previous years. That being said, a higher salary still has a significant impact on hiring as it only placed second by 1.0% (68.0% respondents listed this as something they looked for in a new job) (Rogers, 2015, 13). This high emphasis placed on both salaries and work flexibility is congruent with observations from the data in *Table 18,* as New Zealand had the second highest percentage of respondents determined to be "Go Getters" (86.6%).

Hiring managers are thus implementing new strategies in order to recruit the best talent. It has been widely reported that companies are increasing incentives related to work life balance priorities as a way to attract millennials. There is no silver bullet that can be an all in one solution, but some of the incentives being offered include the following: paid time off (PTO) rather than sick/vacation time, work-from-home options, paid maternity/paternity leaves, and 100% paid medical and dental benefits (Joyce, C., & Barry, D, 2016).

Being able to understand these shifts from an ecological perspective would help in being able to hire the right individuals on a region by region basis – those individuals that would not only understand the overall business and goals at hand, but also the local consumer base and their needs and desires. Looking to the future, being able to understand the differences in work life balance in relation to cultural disparity will have a clear impact on a firm's ability to pursue new talent acquisition and talent retention.

Conclusion

As a whole, the process of constructing an index and analyzing its results in comparison to Hofstede's insights on national culture cultivated many findings. First, of significance is the fact that the "life" and "work" factors that were created, did not operate independently of each other. Though only slightly positively correlated, the data showed that on an individual basis, one could possess a strongly "life" oriented mindset as well as a strongly "work" oriented mindset. The assumption was made that respondents would lean toward one or the other, or fall in the middle, but ignored the fact that a person could exhibit strong tendencies toward both simultaneously.

The second significant finding was the fact that of all the regression analyses done, the "polarity" and "work" regressions did not obtain statistically significant results, while the life factor did show a significant correlation of -0.532 that was confirmed by the two-factor regression. Interestingly enough, this correlation revealed statistically significant values that were explained by Hofstede's individualism rating, but counterintuitive to what would have seemed logical from the start. Individualism vs. collectivism seems as though it would have pertinent influence on one's choice to be more "life" oriented, or "work" oriented. However, as the data showed, there may be many other factors that contribute to ones orientation toward the "work" factor, the "life" factor, both factors, or neither factor.

There could have been a number of improvements made on the research as discussed previously. But even so, the data collection and analysis are important in understanding that all

theories have limitations, regardless of popularity. It is also crucial to understand that real world data rarely behaves as expected due to the endless influential factors that may be simultaneously acting upon it. For this reason, research will continue to be done as repetition is key to its validity.

Looking to the Future

This research contained a forward-looking foundation that made sense on paper. Looking to the future, the recommended improvements that were previously stated should be applied to the current model. Considering these would allow for more consistency, reliability, potential new outcomes, less errors, and hopefully a set of even more statistically significant results.

As the model continues to be tweaked, it will be crucial for the it to be applied across as much data as possible. This includes employing these methods for the newest wave of data to be released at the end of 2018 (WVS-7), as well as back testing the previous waves of survey data. As more data is collected and applied, it will be clearer as to whether this model contains significance pertaining to Hofstede's individualism rating or through the various additional avenues for future research. If there truly is no relationship between the two, this could potentially be a basis for opposition against Hofstede's individualism score.

A large number of factors go into determining one's personal opinions when it comes to work life balance. It could be, that national and cultural underlying factors truly have no correlation,

and there may be much more of an impact when compared to age, gender, education, profession, ethnicity, etc. All of these are potential routes to take on a forward-looking basis.

As time moves forwards, societies view on work life balance will continue to be an ever-changing topic. The rapidly changing technological environment will only continue to impact the drives and desires of society and seeing these changes will be fascinating to track in the future.

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